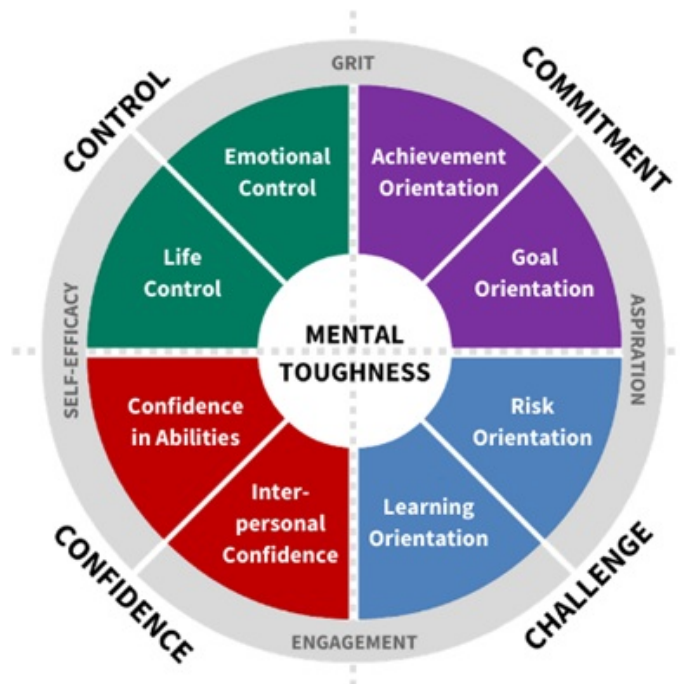


MTQPlus

Development Report

Mary Sample

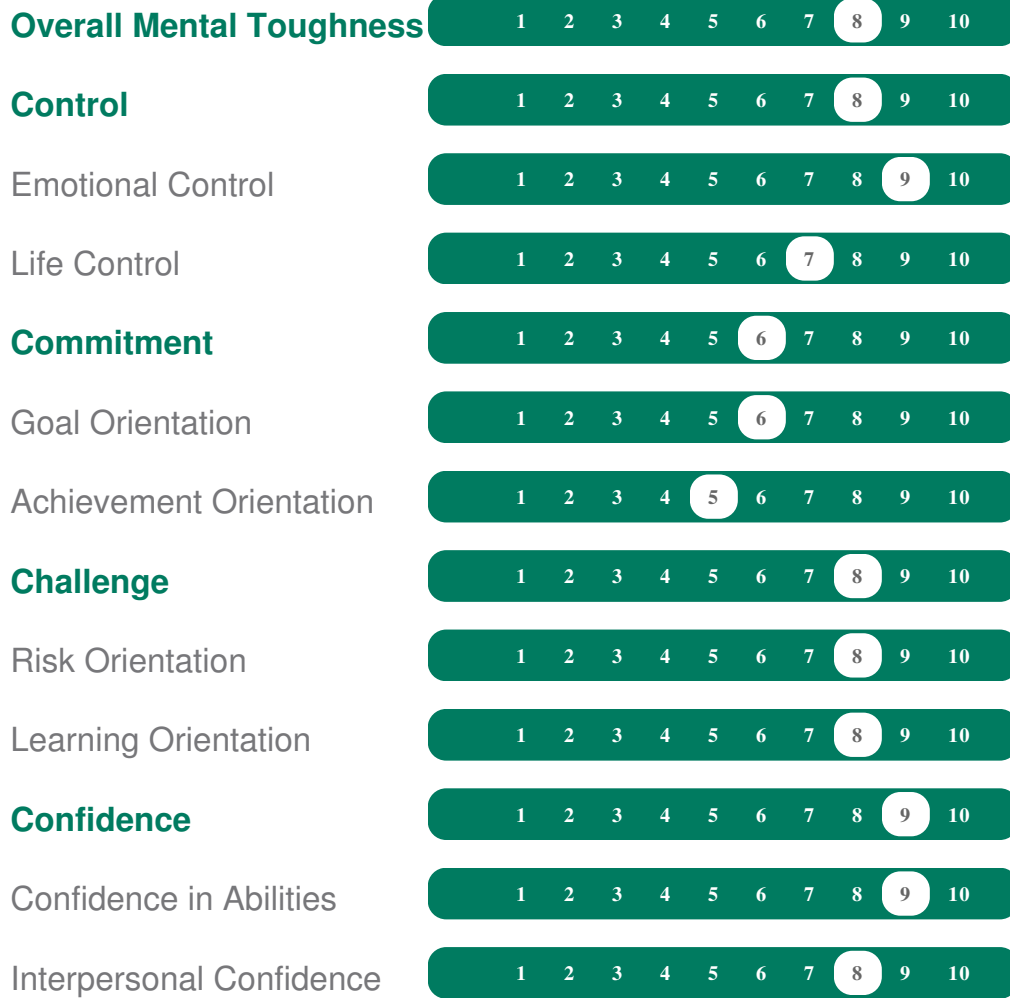
Completion Date: 2021-05-20



This Development Report provides the candidate with:

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

SUMMARY



Mental Toughness Report for Mary 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

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You are a person who has the capability to withstand a significant amount of pressure. You will normally have confidence in your own abilities and are often willing to take on demanding tasks, as you believe you will succeed.

You can usually shrug off criticism and not take others' comments to heart. You are likely to speak your mind when working in groups and are usually comfortable in many different social and work contexts.

You are normally committed to the task at hand. You tend to be tenacious and resolute and likely to complete what you start. You can deal with unforeseen circumstances without undue stress.

When problems arise, you are unlikely to give up, and you will typically view such events as challenges and opportunities for personal development, rather than threats to your security. You will normally learn from your mistakes.

You have a belief that you are in control of your life. You feel that you are responsible for your own destiny and that you are influential in your own environment. You take the credit for your successes but will take the blame when you get it wrong. You tend to be in control of your emotions and can cope with difficult events. You may be difficult for other people to fully understand. You are usually calm and stable under pressure.

Control

1 2 3 4 5 6 7 8 9 10

You will tend to feel in the overall control of your life and have a belief that you can make things happen. You will clearly identify what is controllable and then do something about those things you can change.

You are likely to adopt a “can do” approach to most tasks and events, perhaps instinctively believing in your self-worth and your capacity to achieve almost anything.

Although you may feel as anxious as the next person you manage your anxiety well. Even when under pressure you are able to stay calm, channelling your emotions into positive actions.

In the workplace this often means that you are seen as unflappable and/or a high achiever – nothing appears to get in your way. Occasionally things do get in the way and you might find that frustrating and difficult to handle. It is important to stay focussed on the things that are really within your control.



Emotional Control

1 2 3 4 5 6 7 8 9 10

You are not prone to undue worrying, and you tend to be able to control your anxieties. You are poised and are unlikely to “lose your cool”, even in stressful situations. You may not show your true feelings to other people, making you difficult to ‘read’.

You are able to adjust your emotional responses to different situations and mask any nervousness you may feel.

Development suggestions

- Take time out to recognise that other people may get more stressed than you, recognising that they find some situations more difficult to cope with than you do.
- Other people may find you difficult to read – it is important that you let people know how you feel.
- You may occasionally not perform at your best as a result of being too laid back. Beware of complacency.
- 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.
- Understand your potential impact on others around you. Because you can control your emotions and your mood, this can influence the mood of the people around you. How can you do this positively?

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 and will be fairly conscientious much of the time, you may, on occasions, become distracted although much of the time you can concentrate on the task in hand.

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.

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 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 a 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.

- Check that you have finished one activity before launching on another.
- Sometimes an activity which looks difficult or impossible is impossible or ultimately not worth doing. Carry out feasibility checks especially when exposing others to the challenge.

Risk Orientation

1 2 3 4 5 6 7 8 9 10

You are someone who enjoys a challenge. You are prepared to 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 others may find too challenging. Things that might scare you or others, don't stop you trying them. You are alert to opportunities and will try them when they come along.

You have a belief that nothing is impossible and that there is always a better way. You enjoy dealing with change and variety. Generally, these represent opportunities, not threats.

A potential issue is that you may take on too much risk. If there isn't enough change or variety, you might also provoke change to make things interesting – which can be problematic for those who prefer a more stable situation.

Another issue might be that you could become bored with prolonged spells of routine activity – even where these are important. Similarly, you might be distracted by new and interesting opportunities and can fail to complete existing tasks.

Development suggestions

- You may need to ensure that you take routine tasks more seriously. Think about their value, and therefore 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.

Learning Orientation

1 2 3 4 5 6 7 8 9 10

You respond positively to challenge, change and opportunity because these provide an opportunity for personal development – knowledge, skills, etc. You will often welcome these and can look forward to changes in your routines and to new experiences.

You adapt well to changes and to unexpected changes. Although they may carry a threat, you will worry less than most about this and you are equally likely to see opportunity in these challenges

In particular in reviewing setbacks and failures, you will extract the learning to be gained from these. You may also respond by wanting to try again where many will want to walk away.

On occasion, this positive outlook can lead to too much risk and too much challenge – especially when others are involved.

Development suggestions

- It can be important to avoid responding impulsively to each new piece of learning. Take time to reflect on what you learn
 - Is it generally true or it only applies to this situation?
 - How does it connect with what else you know?
- It can be useful to discuss what you learn and what you observe with others before coming to a conclusion - in order to widen the perspective and to gather others' ideas
- Consider whether you are responding too freely to events and to others. Take time to reflect – perhaps set aside time for a weekly review meeting to set priorities and options.
- Consider your impact on others – can they keep up with you? Do they need development, better guidance and communication or do you need to manage the experiences to which you might expose them?

Confidence

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



You have high levels of self-confidence and are self-assured. You can effectively support yourself, as you do not really need external validation. You know when you have done something well – you don't need to be told. You will realistically think about why setbacks occur, looking for solutions rather than apportioning blame.

Typically, in the workplace, you are seen as an achiever and you may succeed where others will give up or fail - but you may sometimes “go for it” when this is not really warranted. You may try to succeed even when the task is unachievable.

Confidence in Abilities

1 2 3 4 5 6 7 8 9 10

You will typically have the self-belief to attempt tasks that may be considered too difficult by individuals with similar abilities but lower confidence. You have a genuine feeling that you are a worthwhile person. Normally you assume you are right. You have a generally positive view about life and don't usually allow mistakes to get you down.

You are able to deal well with mistakes and setbacks, taking them in your stride.

Development suggestions

- Ensure work programmes and plans are properly scoped and assessed.
- Identify clear parameters for unacceptable risks ("reduce costs but don't lose supplier X") to avoid trying to achieve the impossible.
- Review work regularly to reinforce learning.
- Be clear how you are going to carry out a piece of work and be honest about whether you are comfortable taking it on. Highly confident individuals will always say yes when asked to do something – when sometimes it is better to say no.
- Be aware of your impact on most others who may have a lower sense of self-belief. They may be intimidated by you. Can you encourage them to be aware of and to use their abilities? Can you avoid over-committing on their behalf?

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.



AQR TEST ACCOUNT

Test