



The Resilience QuestionnaireTM

Feedback Report For

Ann Example

Date of assessment: **22 May 2014**

Comparison group: **Norm 1 - UK Working Adults**

Confidentiality Statement

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Contents

Introduction	2
1 The Eight Components of Resilience	3
2 Your Resilience Strengths	4
3 Your Resilience Profile	5
4 Interpretation of Your Scores	6
5 Developing Your Resilience	8
Self Belief	8
Optimism	9
Purposeful Direction	10
Adaptability	11
Ingenuity	12
Challenge Orientation	13
Emotion Regulation	14
Support Seeking	15

Introduction

"Our greatest glory is not in never falling, but in rising every time we fall."

Oliver Goldsmith

Why Does Resilience Matter?

We all experience pressure, setbacks and change at different points throughout our lives. For some people these experiences can be overwhelmingly negative, resulting in a decline in effectiveness and wellbeing both at work and at home. For others, whilst these experiences can be difficult at the time, they emerge from them stronger, better able to cope with the demands of their work and life, and better able to deal with similar situations in future. It is the ability to adapt to these situations and emerge from them positively that defines resilience.

Resilience is a way of thinking; it is not a fixed trait that is 'hard wired' into us. Some people incorrectly believe that resilience is something that a person is born with. However, whilst life experiences may shape our levels of resilience, with focused effort it can also be learned and developed. Therefore knowing how resilient you are, and what areas you need to improve on, can allow you to increase your levels of resilience to cope with future challenges in your work and life.

Resilience is not just important for people in high pressure jobs. Most, if not all, job roles entail a degree of pressure at certain times. For example, you may experience pressure when your workload increases, an unsettling change takes place, or where you experience a setback in a task you are completing. Resilience can help you adapt and deal with these situations in a positive way. Resilience is also not just about work; it is a life skill, and by fostering your resilience in the good times you can build your capacity to cope with the bad times.

This Report

The purpose of this report is to provide you with a summary of your results on the Resilience Questionnaire and options around how you can develop the different aspects of resilience. It is important to remember that your report is based on your responses to the questionnaire. It therefore may not exactly reflect how others view you.

Your responses to the questionnaire have been compared to those of a large group of other people who have already completed the questionnaire. This allows you to put your responses in context and understand how your levels of resilience compare to others.









This report comprises of five sections:

- 1. The Eight Components of Resilience** - This section details the components measured by the questionnaire
- 2. Your Resilience Strengths** - This section details your top 'Resilience Strengths' in relation to how you respond to adversity, setbacks, challenge and change.
- 3. Your Resilience Profile** - This section provides you with information about your profile in relation to all eight components of resilience.
- 4. Interpretation of Your Scores** - This section provides a description of your scores on each of the scales and how people with your scores typically behave.
- 5. Developing Your Resilience** - This section provides further information regarding the components of resilience and information about how each of these can be developed.

1 The Eight Components of Resilience

Resilience is not a single construct. It comprises of a variety of different components which everyone possesses to a greater or lesser degree. Therefore when we talk about someone being 'resilient', we are actually referring to someone who has a relatively high level of each of these components. A resilient individual may also be very high on certain components, and lower on others.

There are eight core components to resilience. These are detailed below:

	Self Belief	The extent to which an individual has confidence in their ability to address problems and obstacles that they encounter
	Optimism	The extent to which an individual believes that they will experience good outcomes in life, and the way in which they explain setbacks that they experience
	Purposeful Direction	The extent to which an individual has clear goals that they are committed to achieving
	Adaptability	The extent to which an individual is willing to adapt their behaviour and approach in response to changing circumstances
	Ingenuity	The extent to which an individual perceives they are capable of finding solutions to problems that they encounter
	Challenge Orientation	The extent to which an individual enjoys experiences which challenge them, and perceives stretching situations as opportunities to learn and develop
	Emotion Regulation	The extent to which an individual is able to remain calm and in control of their emotions in stressful situations
	Support Seeking	The extent to which an individual is willing to ask others for help and support when dealing with difficult situations

2 Your Resilience Strengths

This section details your 'Resilience Strengths' based on your responses to the questionnaire. Your strengths are the areas in which your scores were highest relative to the comparison group.



Resilience Strength 1

Emotion Regulation

Effectively regulating your emotions in difficult situations allows you to continue to make clear, rational decisions and continue performing at a high standard when under pressure.



Resilience Strength 2

Purposeful Direction

Having clear purpose and direction keeps you focused on the end goal at all times, helping to keep you motivated during setbacks and difficulties.



Resilience Strength 3

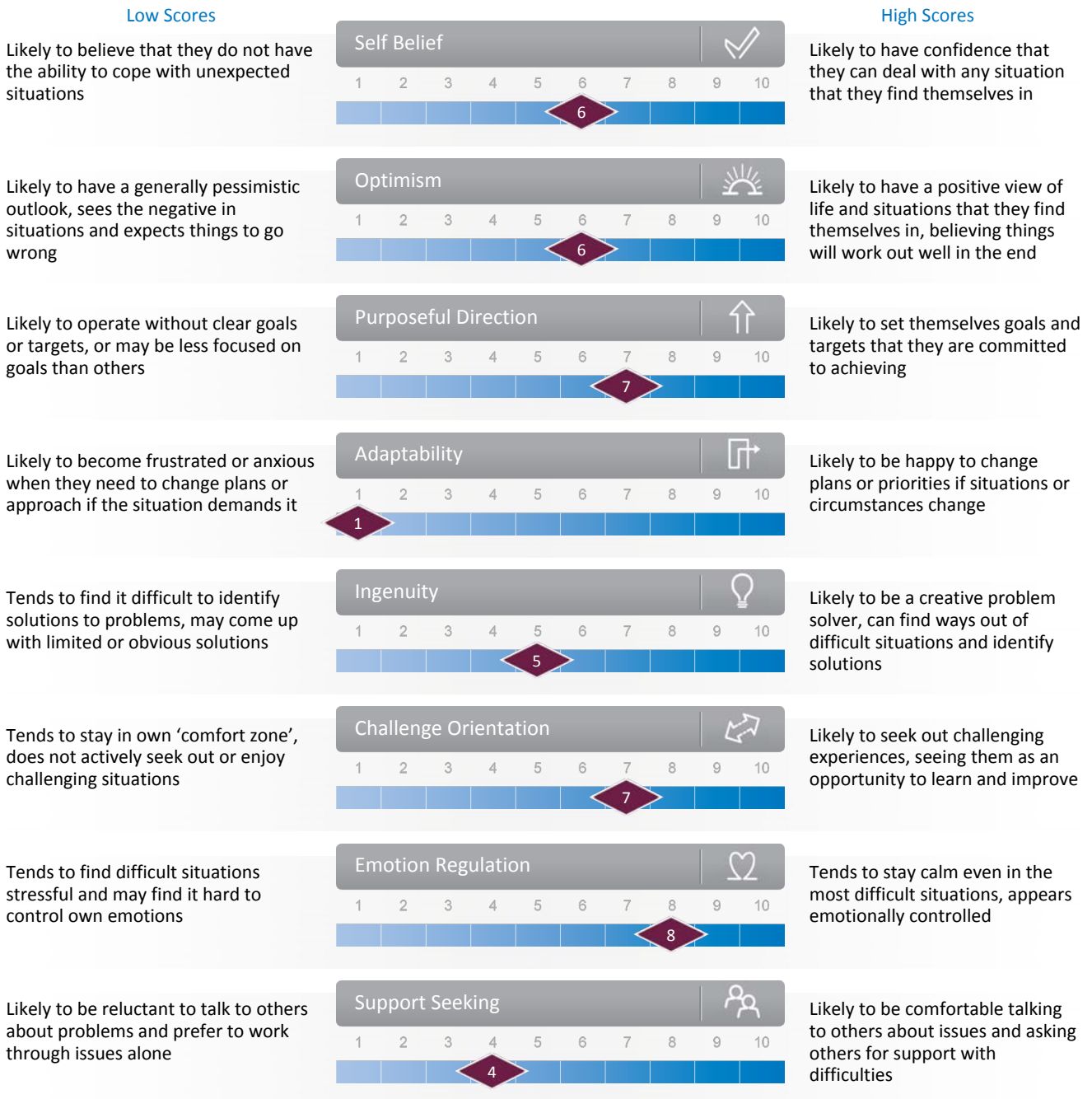
Challenge Orientation

Viewing difficult situations as challenges leads you to confront problems directly and strive to overcome them, as you value stretching opportunities that help you to develop and improve.

3 Your Resilience Profile

This section details your resilience profile in relation to the comparison group, based on the responses you gave to the questionnaire. Your results are shown on a 1 to 10 scale. Scores between 4 and 7 are in the average range in relation to the comparison group. Scores of greater than 7 are above average, and scores of less than 4 are below average.

As with any personality-based measure, your profile should be viewed as an indication of your profile across the eight components and not a perfect measure. You should therefore reflect on the results of this report in the wider context of your experience and existing knowledge of your resilience.



4 Interpretation of Your Scores

The following section of the report provides a descriptive summary of your profile across the eight components of resilience.

The descriptive summary is based on your 1-10 scores detailed in the previous section. These scores are divided into categories which are shown in the table on the right. For example, if your score for a scale was 8, then this can be considered to be "Above Average" compared to others.

10	Well above average
9	Above average
8	Above average
7	Slightly above average
6	In the average range
5	In the average range
4	Slightly below average
3	Below average
2	Well below average
1	Well below average



Self Belief

Your score on this scale was average. People with scores in this range will have some confidence in their own abilities, although at times they may doubt their abilities when it comes to difficult or challenging issues.



Optimism

Your score on this scale was average. People with scores in this range are generally optimistic about life, but when faced with difficult circumstances they may feel less positive about potential outcomes.



Purposeful Direction

Your score on this scale was slightly above average. People with scores in this range tend to have some goals that they work towards. They tend to be committed to achieving them, but at times may be deflected from them by major obstacles or other priorities.



Adaptability

Your score on this scale was well below average. People with scores in this range tend to find change very difficult and frustrating. They may find it hard to change their behaviour and may be overly rigid in their plans.



Ingenuity

Your score on this scale was average. People with scores in this range tend to believe they can find solutions to most problems, unless they are particularly challenging or complex.



Challenge Orientation

Your score on this scale was slightly above average. People with scores in this range will tend to accept stretching experiences, and may sometimes seek them out. They may be more hesitant about challenges which they see as very difficult.



Emotion Regulation

Your score on this scale was above average. People with scores in this range can control their emotions well in very difficult or stressful situations, and can therefore make decisions under pressure in a calm and controlled way.



Support Seeking

Your score on this scale was slightly below average. People with scores in this range tend to see themselves as having a support network, although this may be relatively small. They may ask others for help, but are often more comfortable working through problems and issues alone.

5 Developing Your Resilience

This section details how to develop each of the eight components of resilience.



Self Belief

Why is Self Belief important for resilience?

Without self belief we can feel helpless in the face of difficult and challenging situations that occur. We are inclined to believe they are entirely out of our control, avoid them, or passively accept them. However, if we believe that we have the skills and resources to deal with these situations, we will be willing to tackle them head on, and to persist with them even when things get difficult.

How can I develop Self Belief?

- **Setting goals and achieving them.** A key way to develop self belief is through 'mastery' experiences, ie setting yourself goals and achieving them. In relation to resilience this means learning you can cope with unexpected situations. By putting yourself in situations where you have to use your coping resources, you will learn that you are capable of dealing with these situations.
- **Identify and observe role models.** Identify people who are able to cope with challenging and difficult situations easily. What do they do and what can you learn from them?
- **Find a supportive coach or mentor.** A key element of building self belief is being encouraged by others and having others acknowledge your achievements. Identify someone who can support you and mentor you.
- **Challenge your own limiting beliefs.** Our belief in our ability to cope is often limited by our beliefs about ourselves and our own capabilities. It is important to challenge and question these beliefs, as it is often only these beliefs that hold us back. The first step is identifying them and the second is asking yourself what evidence you have to believe them.

Self Belief in overdrive

Self Belief is critical to resilience, but as with everything it can be dysfunctional when it is excessive. It may have the potential to stray into arrogance and over-confidence. It could also lead to excessive risk taking and a feeling that you are 'invincible'.

“A pessimist is one who makes difficulties of his opportunities and an optimist is one who makes opportunities of his difficulties.”
Harry Truman



Optimism

Why is Optimism important for resilience?

Optimism underpins resilience. Optimism is about the belief that no matter how difficult things get, they will work out in the end. Optimism is critical for resilience as it can keep people positive through hardships and difficulties, and stop them from sinking into depression and anxiety. Optimism has been linked to long term physical and mental health and wellbeing. It leads people to try to improve their situation as they believe things can get better.

How can I develop Optimism?

- **Identify your explanatory style.** A key part of optimism is about how you explain negative events that happen to you. Optimists will typically explain negative events as temporary, specific and to do with the situation (and not themselves), pessimists on the other hand believe that negative events will last a long time, permeate every aspect of their lives and are only to do with them. If you are inclined towards the pessimistic explanation of events, you should challenge this way of thinking.
- **Give yourself credit.** When good things happen in your life do you always give yourself the credit you deserve? Pessimists will tend to attribute success to external factors; optimists will recognise what they did to make something good happen. Identify your contribution and congratulate yourself for it.
- **Think about the best case scenario.** Rather than think about the worst case scenario and what might go wrong, spend time thinking about the best case scenario and how you are going to get there.
- **Put things in perspective.** Put your difficulties in the context of the 'bigger picture'. Will the issue or challenge seem as big in a week's time, a month's time etc

Optimism in overdrive

Whilst optimism can be great in many situations, there is the potential to actually deny the significance or seriousness of events and therefore fail to take remedial or preventative action.

“Without goals, and plans to reach them, you are like a ship that has set sail with no destination.”

Fitzhugh Dodson



Purposeful Direction

Why is Purposeful Direction important for resilience?

One of the key ways in which people can overcome challenges and difficulties is to stay focused on the end goal. By keeping goals in mind at all times, difficulties then become steps on the way to achieving an important outcome. For people without goals that they are committed to, setbacks and challenges can easily throw them off course, deflecting them and resulting in a lack of focus. Goals give us meaning and allow us to see beyond and motivate us through setbacks and difficulties.

How can I develop Purposeful Direction?

- **Set yourself clear goals.** Not everyone has to be ambitious and target driven, but having goals can help retain focus in challenging circumstances. Goals and objectives give you something to strive for, they can motivate you in the short term, and goal achievement can increase your sense of confidence and satisfaction in the long term. Goals can be short and long term (ie, by the end of the day/week I will..., versus in five years' time). Setting them can be done at the start of the day, the week or the year, but whatever the timescales, goals should be specific, challenging but achievable.
- **Come up with a plan.** Goals are great, but on their own there is the danger that they become 'dreams', lost in the activities of day to day life. It is therefore critical to identify a plan to achieve your goals so that you are working towards them and getting closer to them every day.
- **Stay committed.** It is easy to become deflected from goals by events that happen. It is therefore critical when you encounter a setback to keep reminding yourself of what it is that you're trying to achieve and why.
- **And if it all doesn't work out...** It is important to constantly re-evaluate your goals. Are they still achievable? Are other goals actually more important, and has your original goal been superseded? Whilst persistence is important, so it recognising when a goal is no longer important to you.

Purposeful Direction in overdrive

Whilst goals need to be clear and specific, there is the potential for them to lead to inflexibility, ie “I need to achieve this at all costs even if the circumstances change”. Purposeful Direction therefore needs to be balanced against Adaptability – you need to be able to recognise when a goal is no longer worth pursuing.

“It is a wise person that adapts themselves to all contingencies; it's the fool who always struggles like a swimmer against the current.”
Anonymous



Adaptability

Why is Adaptability important for resilience?

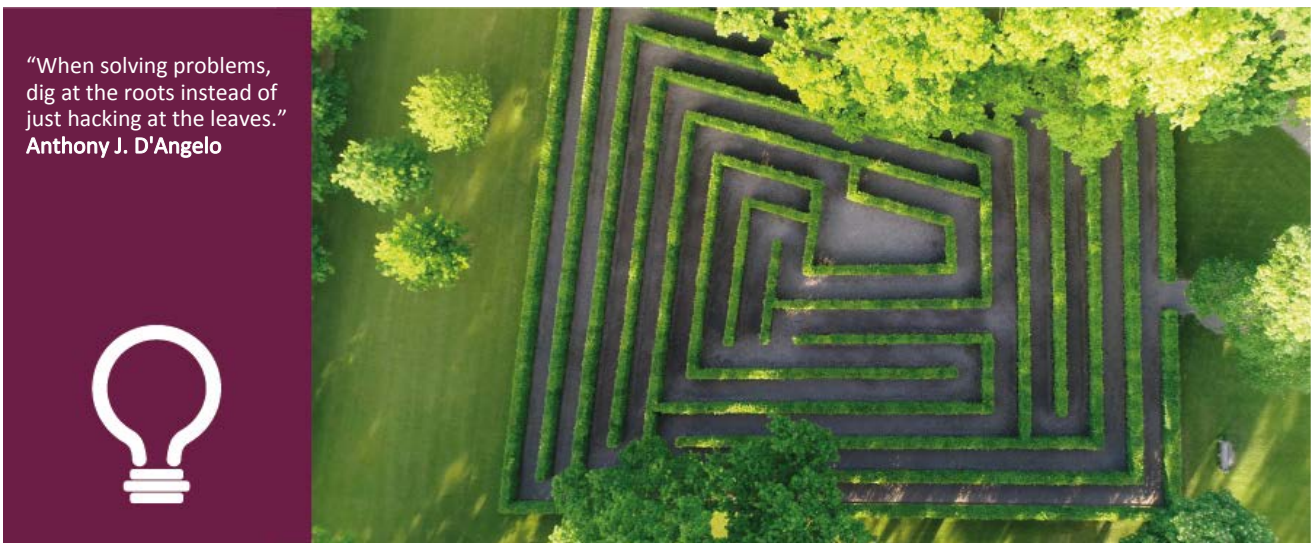
Some people see resilience as about being strong and stable. But resilience is first and foremost about being adaptable; being willing and able to flex to the changing situation, and find an alternative way to achieve the same outcome. Adaptability as defined here is all about attitude; it's about recognising that change can be a positive thing and changing your behaviour is sometimes necessary to continue to achieve your goals.

How can I develop Adaptability?

- **Anticipate change.** Prior to putting plans in place, anticipate what changes might be on the horizon and build in contingency to account for this.
- **View the change in context.** Some people rail against change, often because they can't see the 'bigger picture'. By viewing the change in context you can see how it fits in with your overall goals and objectives, and it may help you understand why change is necessary.
- **Accept the new reality.** Acceptance is key to moving forward positively and avoids you descending into negative thought processes about how unreasonable or unfair a change is.
- **Stay focused on your goals.** Change often means finding alternative ways to achieving your goals. Staying focused on these will help motivate you to make whatever changes are necessary to achieve them.

Adaptability in overdrive

Whilst adaptability is about having a positive attitude to change, it isn't about always accepting change unquestioningly, and passively accepting any changes that happen whether they make sense or not. However, it is important that, when a change occurs, you evaluate what is and is not within your control and decide which battles to fight on this basis.



Ingenuity

Why is Ingenuity important for resilience?

For many situations in which resilience is required, there is a ‘problem’ to be solved. This might be emotional (“how do I get through this”), task based (“how do I fix this technical issue”) or people-based (“how do I persuade them to do X”). Being able to identify ways around a problem is therefore a key part of resilience. And problem solving is not just about solutions, it’s also about being able to accurately define and identify problems.

How can I develop Ingenuity?

- **Recognise the situation exists.** If there is an issue to be overcome, a key first step is confronting it. If you avoid the issue you will never engage in the problem solving activities necessary to move beyond it.
- **Accurately define the problem.** Gather information. Find out what you can about the issues. Do what you can to evaluate the situation objectively.
- **Take appropriate responsibility.** A key part of problem solving is making appropriate attributions about who or what is responsible, an approach that overly personalises (“it’s down to me, it’s all my fault”) or overly externalises (“it’s nothing to do with me, it’s all someone else’s fault”) will create barriers to problem solving as you’ll either take too much responsibility and feel overwhelmed, or assume everyone else is responsible for a problem
- **Generate options.** Draw on your experience. Think about other perspectives. Approach the problems from a variety of different directions and generate options.
- **Apply decision-making criteria.** Identify key criteria to evaluate the options, what criteria matter in this case? Will the solution work?
- **And if it doesn't work...** be willing to try an alternative approach until one does work.

Ingenuity in overdrive

Sometimes the obvious solution may be best, and too much ingenuity can result in overcomplicating or over-engineering a solution. Don’t try to be too clever if the situation does not really require a creative solution; focus on what approach will be most effective at solving the problem.

“Of all the virtues we can learn, no trait is more useful, more essential for survival, and more likely to improve the quality of life than the ability to transform adversity into an enjoyable challenge.”
Mihaly Csikszentmihalyi



Challenge Orientation

Why is Challenge Orientation important for resilience?

A significant component of resilience is how people interpret events that happen to them. People who embrace challenge are likely to view difficult experiences as meaningful challenges to be overcome. This attitude compels them to confront these experiences and strive to overcome them. They actively seek out experiences which stretch them in order to learn and improve.

How can I develop Challenge Orientation?

- **Think about where you have learned in the past.** Reflect on times in your life where you have learned the most about yourself. Have these been the 'easy' situations, or have they been the ones that have pushed you forward?
- **Stretch yourself.** Be willing to take yourself out of your 'comfort zone' and put yourself in situations which require you to develop new skills and expertise.
- **Be willing to make mistakes.** Making mistakes is a key part of learning. If you are willing to make mistakes it is likely that you will learn new skills and ways of doing things that you never would have discovered otherwise.
- **Reframe difficult experiences.** The next time you come up against an issue or problem, try to identify what you can draw from the experience and how coming through it will make you a stronger person.

Challenge Orientation in overdrive

Whilst Challenge Orientation may be great for resilience, people who are high in challenge orientation may be inclined to take on too much. They may also find it difficult to motivate themselves unless situations are very stretching.

“Feelings are much like waves, we can't stop them from coming but we can choose which one to surf.”
Jonatan Mårtensson



Emotion Regulation

Why is Emotion Regulation important for resilience?

Some people think that resilience is all about emotional regulation – being able to control your anxiety and stress, and to focus your attention in challenging circumstances. Whilst resilience is more than this, being able to regulate your emotions is critical. It allows you to think clearly about problems and issues when under pressure or facing challenging circumstances. Emotion regulation is resilience ‘in the moment’; it is about getting your emotions under control when you feel that they are running away with you and interfering with your performance and decision-making.

How can I develop Emotion Regulation?

- **Control your thoughts.** Controlling your thoughts is critical to controlling your emotions. A key element of this is about identifying and reframing negative and irrational thoughts, as often these exaggerate or exacerbate the situation, ie 'I will never be able to do this...' or 'this is so terrible because...'
- **Breathing.** When people are under stress their breathing tends to change; breaths become shorter and less oxygen gets to your brain. This results in increased levels of anxiety. So in situations where you are feeling stressed and anxious take full deep breaths to return your oxygen levels to normal.
- **Imagery.** A key way of regulating emotions is through the use of positive imagery. There are two ways to do this: one involves imagining a relaxing situation and the other imagining tackling the difficult issue and being successful. Both of these will help calm negative emotions and increase your confidence to deal with a challenging situation.
- **Exercise.** In general, exercise is a great way of reducing stress and clearing the mind of negative thoughts.

Emotion Regulation in overdrive

Whilst emotional regulation is important for managing stress and anxiety, expression of emotions is healthy and constructive. A person who is too emotionally controlled may appear cold and unsympathetic to others. It is important that emotional regulation does not become emotional suppression; sometimes it is important to express emotions to others to explain the impact of something. Suppressing emotions therefore can in itself be a cause of stress and anxiety.



Support Seeking

Why is Support Seeking important for resilience?

Whilst we can develop our own personal capacity for resilience, talking through problems and issues with other people can provide an emotional release, give us a different perspective, and make us feel more connected (and less alone). There is a wealth of evidence to indicate that social support can buffer people against challenges that they experience at work, and increase their overall wellbeing.

How can I develop my Support Seeking?

- **Be willing to seek support.** It may be a cliché, but the first step in support seeking is recognising that asking other people for help is not a sign of weakness. In fact, it can often result in better outcomes than if you try to work through the problem alone.
- **Evaluate your existing support network.** A strong support network should consist of people with a variety of different skills, perspectives and experiences, and avoid over-reliance on one person. Consider whether your support network meets these criteria.
- **Put in the time and effort.** Maintaining support networks won't happen automatically. Support seeking is about reciprocity; it should be two-way. Make sure that you listen and support others when they need it - you may need their help and support one day. Make an effort to stay in touch with people within your network.
- **Be selective.** Think about what kind of support you need (emotional or practical) and identify the best person to talk to who can meet this based on your network. Talking to the wrong person about the issue could actually have a negative rather than positive outcome.

Support Seeking in overdrive

Whilst support seeking can be positive, if it is overused, there is a danger of becoming over-reliant on others. This will both reduce your independence and your self belief about your personal ability to overcome problems. Additionally, you may push others away if you only ever talk about things that are going badly for you, or if you do not reciprocate by giving others help.

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