

Development Report

This Development Report provides the candidate with

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

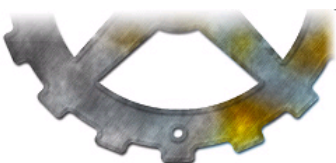
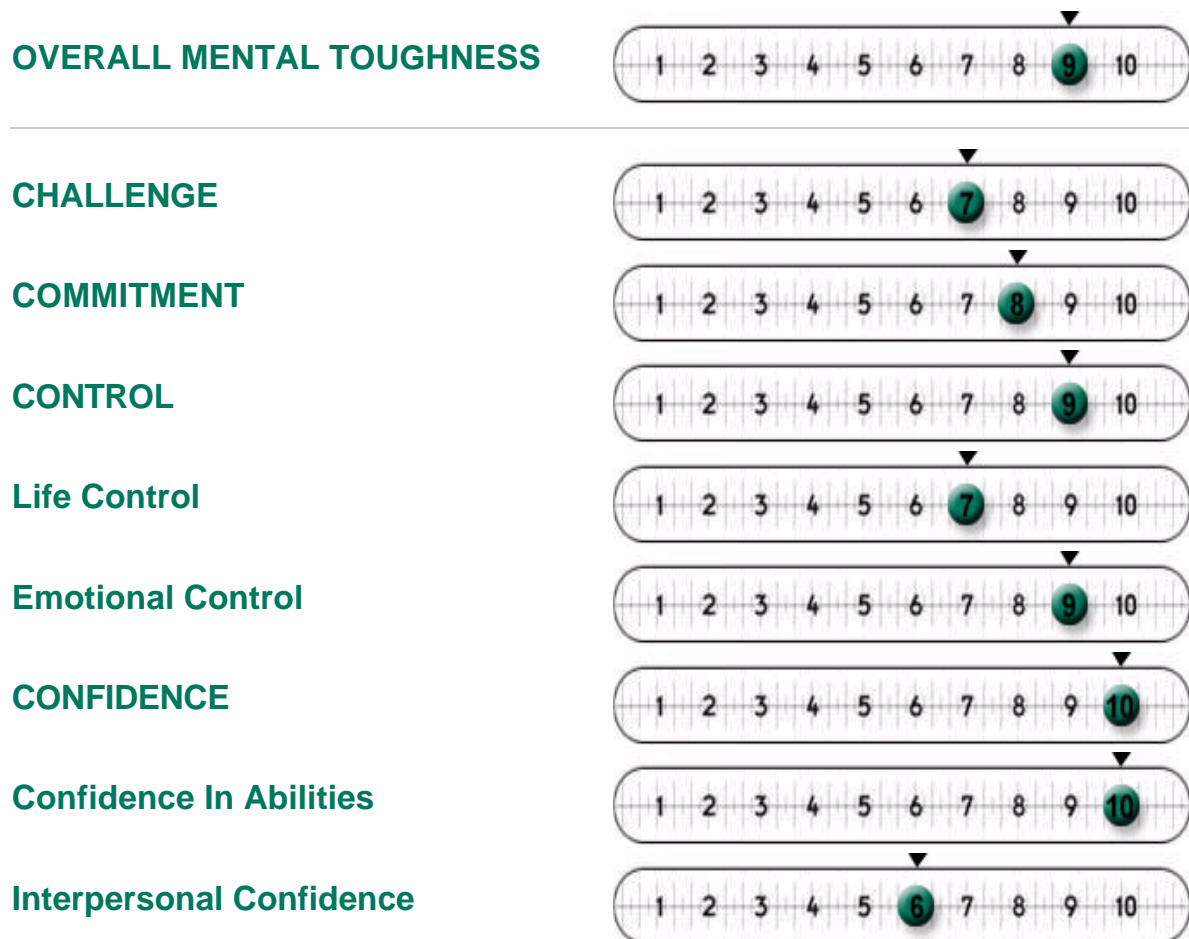


For any enquiry email: headoffice@aqr.co.uk

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SUMMARY

STEN GRAPH - Mr Sample Report



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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.

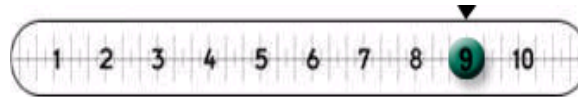
Mental Toughness

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



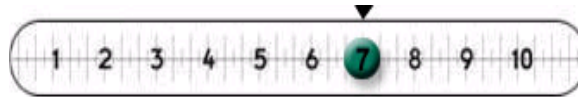
You are a person who has the capability to withstand a significant amount of pressure. You have confidence in your own abilities and are often willing to take on demanding tasks, as you believe you will succeed. You can usually shrug off criticism and not take others' comments to heart. You are likely 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 in 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 typically view such events as challenges and opportunities for personal development, rather than threats to your security.

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 tend to be in control of your emotions and can cope with difficult events. You are usually calm and stable under pressure.

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CHALLENGE



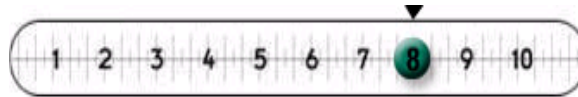
You will be able to cope effectively with most of life's challenges, and may use these as a way on enhancing your personal development. You may at times seek "change for change sake", but you are reasonably accepting of a degree of routine. You will be most comfortable in an environment that provides you with a balance of predictability and flexibility, but you will usually be able to react quickly to the unexpected when necessary.

Development suggestions

- You may benefit by considering that all 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.
- 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.

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COMMITMENT



You will usually complete your tasks even under difficult conditions, finding different ways to motivate yourself. You have high levels of internal resources which allow you to sustain high levels of effort. You are resilient and tenacious.

Once you have begun a task you will usually see it through to the end, tending to go round, or occasionally through, obstacles that are blocking the achievement of your end goal.

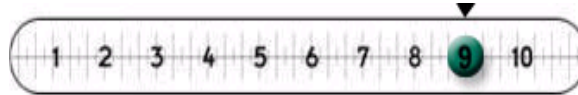
Typically you are the type of person who is trusted with key or demanding tasks - and will deliver results whilst brushing off obstacles. This could mean that you may "bruise" others on your way to success - making them less co-operative or willing to work with next time. This could eventually diminish your effectiveness.

Development suggestions

- It is important to recognise that some tasks cannot be completed. Sticking to a task that cannot be done is simply a waste of resources. Review the resources and energy you are expending and ask yourself whether it can be better directed.
- Take time to understand the people around you - their strengths and their weaknesses. Play to their strengths - don't expect things that they cannot reasonably deliver.
- Take time to recognise contributions made by others - and give praise where due.

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CONTROL



You will tend to feel in overall control of your life and have a belief that you can make things happen.

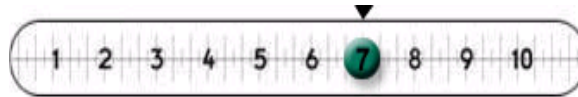
In the workplace this often means that you are seen as unflappable and/or a high achiever - nothing appears to get in your way. Occasionally things do get in the way and you might find that frustrating and difficult to handle.

Development suggestions might include:

- Carry out reviews of your work (using SWOT or Force Field analysis) to identify where potential blockages might arise. Then brainstorm options for handling them.
- When asked to take on an assignment, scope the work properly to ensure that it is achievable within realistic timescales and with reasonable resources.
- When frustrated consider stopping and redirecting your energy into other areas.

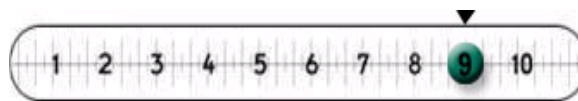
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Life Control



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".

Emotional Control



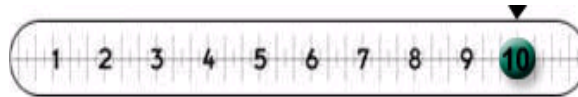
You are not prone to undue worrying, and you tend to be able to control your anxieties. You are poised and are unlikely to "lose your cool", even in stressful situations. You may not show your true feelings to other people.

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.

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CONFIDENCE



You have high levels of self-confidence and are self-assured.

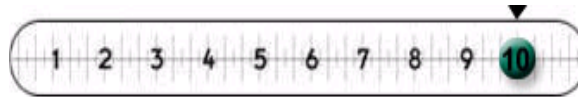
Typically in the workplace you are seen as an achiever and you may succeed where others will give up or fail - but you may sometimes "go for it" when this is not really warranted. You may try to succeed even when the task is unachievable.

Coaching suggestions include:

- 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 -q when sometimes it is better to say no.

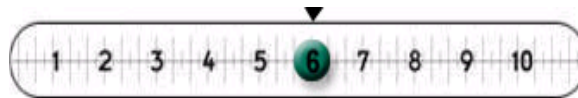
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Confidence In Abilities



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. You have a generally positive view about life and don't usually allow mistakes to get you down

Interpersonal Confidence



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.

Development solutions

- 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 than 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.