MENTAL TOUGHNESS, the 4Cs, and its relationship with typical competencies and behaviours – Experiential Learning

MT Scale	What does MTQ48 assess?	Competency assessed	Typical behaviour *Low scores*	Typical behaviour *High scores*
Control	*Life Control* *I really believe I can do it*	*Self-Efficacy* *the sense of "can do"*	*Believe things happen to them* *Often believe "I can't do this because of my ….. etc"* *Will readily find excuses for not getting things done* *Will adopt the use of cautious language and phrases* *Tend to wait for things to happen rather than initiate* *Their "cup is half empty" most of the time* *Live in chaos which provides a ready excuse* *Find it hard to do more than one thing at a time* *Will tend to respond to the last person who pressures them* *Freezes when overloaded* *Can feel stretched with modest workloads – poor at time management* *Will blame outside factors for preventing success* *May panic when given assignments* *Wont see the opportunities within their own skill set*	*Believe they can make a difference - believe "they can"* *Comfortable when asked to do several things at a time* *Happy to take on additional tasks even when already busy* *Good at planning & time management* *Good at prioritising* *Will use positive language and expressions* *Prepared to work hard to clear blockages* *Their "cup is half full" most of the time* *Will feel they have more choices in life "If this doesn't work I'll do something else"* *Happy to re-organise as they go along* *Break down tasks into manageable chunks* *Able to say "no" when needed " I can do that for you but I cant do it now"* *See the solution rather than the problem* *Will enjoy working in a positive atmosphere*
	Emotional Control *I can manage my emotions and the emotions of others*		*Let everyone know exactly how they are feeling* *Feel things happen to them* *See issues as "my problem"* *See things in terms of guilt and blame* *Internalise problems and feelings that arise from them* *Show emotions when provoked or challenged* *Pick up quickly on others emotions - affected by them* *Anxious* *Show a reaction when criticised* *Show anger/annoyance when it doesn't go their way* *Show discomfort when others "have a go at them"* *Respond poorly to poor performance* *Can create a sense of fear and avoidance in others* *Will cry or show histrionics* *Sulk when things don't go their way* *Use negative language a great deal* *Use passive language* *Feel "I don't deserve this"*	*Reveal to others only emotions & feelings they want to show* *Feel they shape what happens* *See issues as "someone else's problem"* *Good at controlling emotions* *Understand other people's emotions/feeling and know how to manage these* *Difficult to provoke or annoy* *Do not appear anxious* *Impassive when others make upsetting comments* *Can be insensitive to others remarks* *Stay calm in a crisis* *Believe they make their own luck* *Better able to articulate their emotions* *Use active language* *High level of self awareness* *Better at helping others to manage their emotions* *Appear to detach themselves from others emotions* *Find working to a goal exhilarating*

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Commitment	*Goal Setting* *I promise to do it - I like working to goals*	*Goal Orientation* *A sense of measurable purpose*	*Intimidated by goals and measures – create paralysis* *May feel inadequate or "stupid" when asked to do something* *Will include terms such as "if" and "but" into their response to be asked to do something – providing the future reason for non-achievement* *May lack a sense of purpose – think "win-lose"* *Goals become something which appears overpowering* *May resent the imposition of goals and targets* *May respond emotionally when given tasks* *Will avoid targets* *Will skip meetings or classes* *More likely to be late for things* *May sleep in at times* *Find reasons to miss the target* *"I can't do …. Maths"* *Won't volunteer for things - especially extreme tasks* *Prepared to let others down* *Can be seen as irresponsible* *Not happy about being judged*	*Like goals and measures – these describe what success looks like* *Goals are translated in their heads into something which is achievable* *Tend to be more objective about things* *Like the repeated opportunity to measure & prove themselves* *Accept responsibility* *Set high standards for self and others* *Like being judged or assessed* *Wont let others down* *May deliver too quickly at times* *Can inconvenience others with their focus on KPIs* *Have a sense of purpose – will often think "win-win"* *Like ownership, acceptance and responsibility* *Like being judged or assessed* *Like the objectivity of goals and measures – avoids being subject to others opinions about their capability*
	Achieving *I'll do what it takes to keep my promises and achieve my goals*	*Tenacity* *Sticking to it*	*Unwilling to make an effort or give up something less important* *Allow themselves to be easily distracted* *Adopt a minimalist approach - do as little as they can* *Will skip meetings or classes* *More likely to be late for things* *Attendance can be poor* *Find reasons to miss the target* *May try self-sabotage in order to get out of doing something* *Will default to a life experience which provides an excuse to blame someone else for failure – "I couldn't do this because my parents …"* *Easily bored – won't commit time and effort* *Can feel unlucky – its not my day* *Find working to a goal stressful*	*Will break things down into manageable chunks* *Prepared to do what it takes - Will work long & hard if needed* *Maintain focus* *Diligent about projects – deliver on time* *Tenacious* *Will prioritise effort & activities* *Will attend meetings/classes even if the don't like the people/ topic* *(hyper-) Active* *May overachieve (may overwork too)* *May deliver too quickly at times* *Have a strong sense of conscientiousness* *Like celebrating success – own as well as others successes.* *Find working to a goal exhilarating*

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Challenge	*Risk Taking* *I will push myself - I am driven to succeed*	*Open to Learning* *Prepared to go with "the new"/change*	*Don't like sudden changes* *Don't like shocks* *Fear of failure* *Avoid effort* *Intimidated by challenges* *Dislike being in new situations – new colleagues, new bosses, new premises etc.* *Prefer routine* *Avoid risk (particularly, of failure)* *Uncomfortable with competitive settings* *Worry about the views of others*	*Like challenge* *Easily bored – will seek change* *Provoke change* *Like problem solving* *Work hard* *Happy to commit to projects, studies etc* *Volunteer for projects (& tends to commit others?)* *Enjoy competition and show it* *Happy to receive attention* *May not always be content with daily life and routines* *"Addicted" to adrenalin* *May have little regard for the impact of their ideas or activities on others*
	Learning from Experience *Setbacks are opportunities for learning*	*Positive Attitude* *Set backs as well as success make me stronger*	*Tend to achieve minimum standards* *Respond poorly to competitive people* *See failure and setback as terminal* *Poor or negative outcomes switch them off learning* *Stressful situations and failure makes them more likely to avoid risk again* *May get things out of perspective*	*Sees the positive in most outcomes* *Enjoy learning* *Motivated to apply what they know to the next challenge* *Aspirational - would like to have another go and do it better next time*

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Confidence	*In Abilities* *I believe I have the ability to do it – or can acquire the ability*	*Self Belief* *Nothing is beyond me just because I don't know*	*Low self belief* *Not confident that they know your subject matter even when they do* *Produce minimal responses when asked* *Will be reluctant to express a view in discussion or debate* *Will be reluctant to ask questions "in case it makes me look stupid"* *Reluctant to do presentations or oral work* *Inner belief missing – need others to build that* *Unsure whether they have grasped a subject or not – feel you are still missing something* *Will take critical remarks as confirmation of their self limiting beliefs* *Can be inhibited by competence or excellence in others – feel they don't measure up* *May try to bluster- over-talk* *May be inexperienced and underestimate their own capabilities*	*Can believe they are right... even when they are wrong* *Little or no need for external validation* *Happy to ask questions* *Happy to provide full responses to questions and in tests/ exams* *See critical feedback as feedback (no more and no less)* *See competence and excellence in others as a motivator "I can aspire to that"* *Happy to draw in their experiences into what they do*
	Interpersonal Confidence *I can influence others – I can stand my ground if needed.*	*Assertiveness* *I influence others more than they influence me*	*Easily intimidated.* *Won't express themselves in class/debate even when they know they are right.* *Lack the confidence to express that they know in writing – will understate a position.* *Won't ask questions– low engagement.* *Will accept criticism and ridicule even when not warranted.* *Will back down quickly when challenged* *Will allow others to dominate debates – even when they are more knowledgeable* *Will have difficulty dealing with assertive people* *Not good with negative situations* *Will minimise communications – "won't ask for help"* *Can be shy or self effacing* *Will seek to avoid risk or making mistakes* *Will miss out on opportunities* *A passive team worker – may not contribute as well as they can*	*Will stand their ground.* *Will face down criticism etc* *Will easily engage in class and group activity.* *Will argue down others more knowledgeable.* *Can be aggressive* *Not easily embarrassed* *Comfortable with negative situations – can deal with the fall out.* *Tend to more risk orientated* *Comfortable working in a group and making a contribution* *Happy to ask for help and support – won't see this as a shortcoming*