



The Resilience Questionnaire™

FEEDBACK REPORT

Ann Example

29 October 2019

Norm 1 - UK Working Adults

Private and Confidential



Where people meet potential

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Introduction

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.

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

Oliver Goldsmith

This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **PSI Resilience Questionnaire™**. The information in this report should only be disclosed to third parties with the prior agreement of the participant. A full understanding of this analysis should also take into account other relevant information such as personality, actual experience, skills, knowledge, current circumstances and culture.

About this report

The purpose of this report is to provide you with a summary of your results on the **PSI 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 consists of six parts:

Part 1 – The eight components of resilience

This section details the components measured by the questionnaire.

Part 2 – Your resilience strengths

This section details your top 'Resilience Strengths' in relation to how you respond to adversity, setbacks, challenge and change.

Part 3 – Your resilience profile

This section provides you with information about your profile in relation to all eight components of resilience.

Part 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.

Part 5 – The Thrive Cycle of Resilience

This section provides you a model to help you think through challenging situations where you need to deploy your resilience.

Part 6 – Developing your resilience

This section provides further information regarding the components of resilience and information about how each of these can be developed.

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:



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.

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: **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: **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: **Optimism**

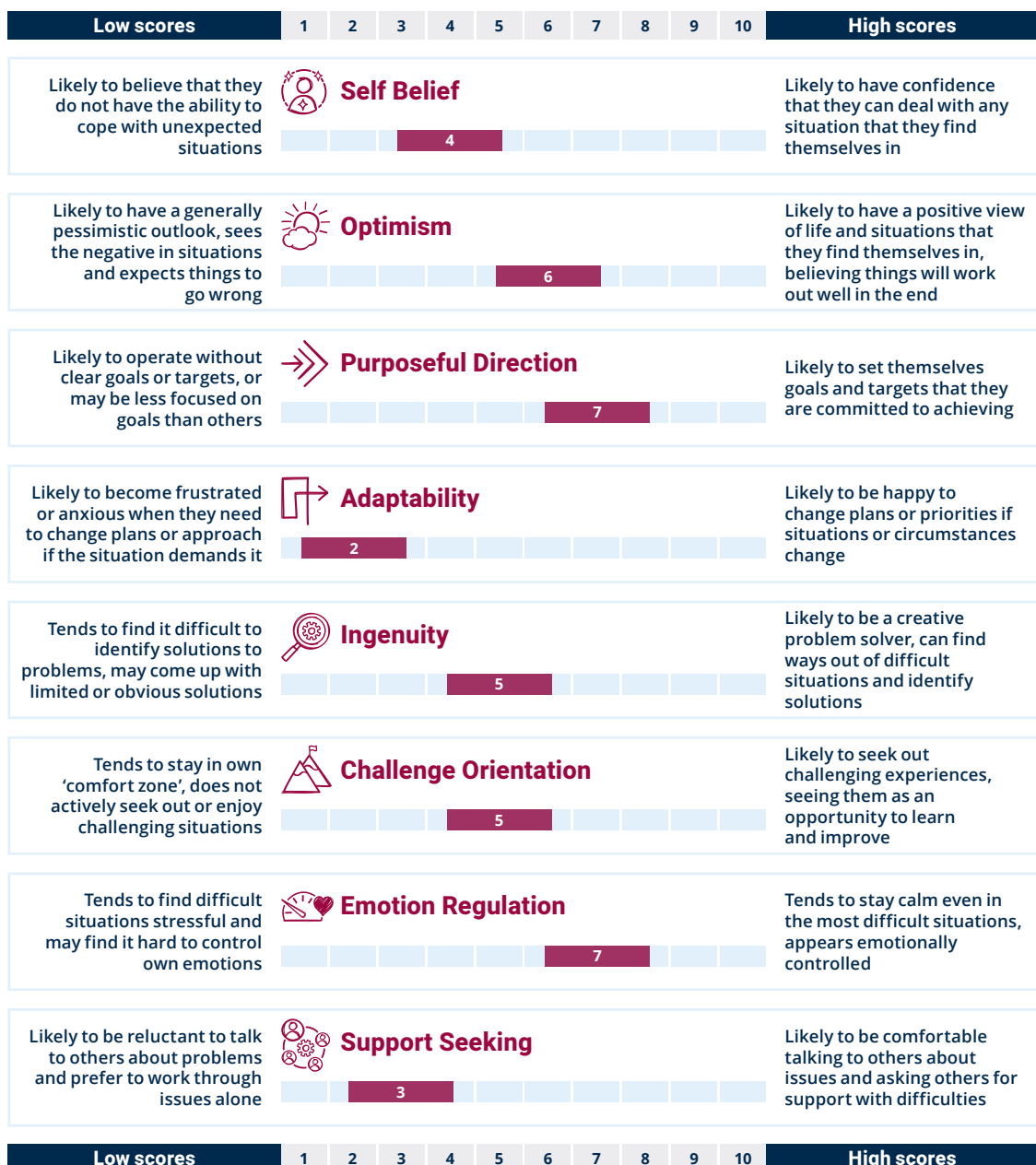
Being optimistic means that you always believe things will work out, even in difficult situations, and this helps you to stay positive despite setbacks.



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.



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.

Scoring key:

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



Self Belief

Your score on this scale was slightly below average. People with scores in this range will have a degree of confidence in their own abilities, although they may doubt their abilities when it comes to difficult or challenging issues. By maintaining confidence in their own abilities, and challenging any expectation that they lack an ability to overcome unexpected challenges, people can improve their resilience. This is because increased confidence in their abilities can support people to believe they are able to cope with situations that they face.



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. People who are able to maintain a level of optimism can improve their ability to be resilient, because their belief that outcomes will be generally successful enables them to see the positives in a situation. This positivity can support them in difficult times, when they are faced with setbacks.



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. By maintaining their purposeful direction, people increase their ability to be resilient because being aware of their overall goal will help to maintain their motivation during the challenges and setbacks they encounter along the way.



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. If people are able to consider adapting their behaviour in some small way as circumstances change, they will improve their chances of finding a way to overcome their difficulties, which could contribute towards their ability to be resilient.



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. Ingenuity is important to building resilience, because if people can understand the causes that underlie problems, they are more likely to find appropriate solutions to solve them.



Challenge Orientation

Your score on this scale was average. People with scores in this range will tend to accept stretching experiences, although they will not always seek them out. They may be more hesitant about challenges which they see as very difficult. If people choose to accept and reframe the difficulties they are faced with as challenges, they can help to increase their resilience. This is because viewing such difficulties as challenges helps them to focus on the possible positive outcomes from the situation, which include benefits such as personal achievement and growth.



Emotion Regulation

Your score on this scale was slightly above average. People with scores in this range are generally able to control their emotions well in difficult or stressful situations. However in certain circumstances they may become slightly anxious or flustered. People are more likely to be resilient when their emotions are managed successfully, because a calmer emotional state allows them to think clearly when they are under pressure. When noticed by other people, a calm response to challenges could help others to also remain calm, too.



Support Seeking

Your score on this scale was below average. People with scores in this range may avoid talking to others about their problems and issues, and may sometimes feel uncomfortable telling others that they are struggling with a particular situation. They may not see themselves as having a support network that they can go to. Selective support-seeking could mean that people often miss the opportunity to enhance their resilience in response to challenges, because their access to practical ideas and emotional support is reduced.

The Thrive Cycle of Resilience

The eight strategies of resilience can be deployed at any time when dealing with pressure, setbacks, challenge and change. The strategies of choice will be dependent on the situation, your personal preferences and the context. However, the challenging event itself will impact you in a way that can influence your emotions and your ability to perform effectively. The process by which you respond, adjust, recover and ideally grow are critical to how you deal with a situation effectively. Therefore, it is useful to consider the process that you may experience when dealing with a challenge and change.

The thrive cycle details the four specific stages an individual may experience when dealing with a challenging event Survive, Adapt, Recover and Thrive. By understanding the different stages and the emotions you may experience, you will hopefully be in a better place to deploy the correct strategies and ensure that you understand the steps necessary to truly thrive during challenging times.



1 Survive

How we initially respond to adversity

People differ in their resistance to stress. Our capacity to remain calm, think clearly and act appropriately under adversity is largely determined by our self-esteem and capacity to manage emotions. At some point all individuals will respond negatively to stress, such as emotional outbursts, self-criticism, ill-health or giving up. The good news is that this stage is usually temporary until we learn to adapt to the situation.

2 Adapt

How we adjust to change and adversity

Adapting to adversity is about halting any personal decline, adjusting to change, and preventing things from getting worse. This requires paying attention to our feelings, reactions and behaviour, moving outside of our comfort zones, adapting to the situation, and drawing upon the support of others. Adaptation is a necessary step before recovering to previous levels of performance.

4 Thrive

How we grow and become more resilient following adversity

The Thrive stage is about learning and growing stronger and wiser. This requires the ability to reflect and learn from past experiences, build trusting and supportive relationships, and to behave consistently with our values and principles in life. This will equip us with the resilience to cope even better next time adversity strikes.

3 Recover

How we bounce back from adversity

The third stage is the ability to bounce back and return to how things were before the setback. This requires taking responsibility for oneself and not being a victim, actively finding solutions to problems, setting clear objectives, and having the self-belief, drive and determination to make this happen. Continuing recovery will progress into the Thrive phase of resilience.

Developing your resilience

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

Self Belief

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.

Setting goals and achieving them

A key way to develop self belief is through 'mastery' experiences, i.e. 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 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'.



**“Whether you think you can or think you can’t
– you are right.”**

Henry Ford

Optimism

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.

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.

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.



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

Harry Truman

Purposeful Direction

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.

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 (i.e., 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.

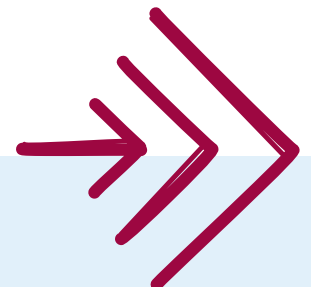
And if it all doesn't work out...

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 is recognising when a goal is no longer important to you.

Whilst goals need to be clear and specific, there is the potential for them to lead to inflexibility, i.e. "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.

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

Fitzhugh Dodson



Adaptability

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.

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.

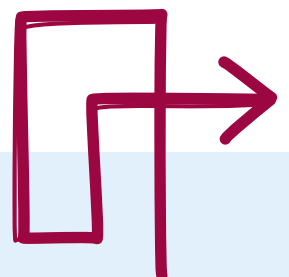
Accept the new reality

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.

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.



“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

Ingenuity

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.

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.

Sometimes the obvious solution may be best, and too much ingenuity can result in over-complicating 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.



"When solving problems, dig at the roots instead of just hacking at the leaves."

Anthony J. D'Angelo

Challenge Orientation

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.

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.

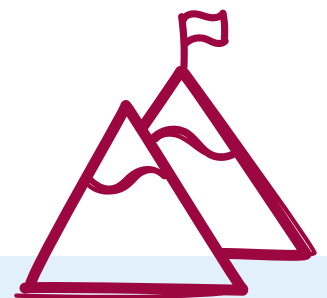
Be willing to make mistakes

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.

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.



“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

Emotion Regulation

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.

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, i.e. ‘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.

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.



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

Jonatan Mårtensson

Support Seeking

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.

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.

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.



“He who is afraid of asking is ashamed of learning.”

Danish Proverb



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