



The Resilience Questionnaire™

Assessor Report For

Anne Example

Date of assessment: **18 May 2017**

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

Confidentiality Statement

This report is confidential. The content of this report should only be read by individuals who have approved access.

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Introduction

Why Does Resilience Matter?

Most, if not all jobs entail a degree of pressure. However, people differ from one another in terms of how they will respond to this. Resilience has been identified as key factor in determining how people adapt and, while the sources of such challenges may differ across contexts, how someone interprets and responds to these is vital to ensure that individual and organisational performance is maintained.

Stressors can take on many forms for an employee. For example, some people may experience pressure when their workload increases, an unsettling change takes place, difficulties arise in life outside of work, or where they experience a setback in a task that they are completing. Resilience can help people to adapt and deal with these situations in a positive way.

For an employer, a resilient employee is one who can face difficult challenges and maintain high levels of performance. Whether the context involves a large number of small stressors or a single, notable stressor, selecting employees on the basis of their level of resilience, in conjunction with other criteria, can assist in identifying individuals who are likely to perform well even when faced with difficulties and challenges.

This Report

The purpose of this report is to provide details of Anne Example's profile on The Resilience Questionnaire, and to provide guidance for a selection interview to verify this profile. The information gathered from this interview can be used to support selection decisions when The Resilience Questionnaire is used in conjunction with other selection tools. It is important to remember that this report is based on a Participant's self-reported responses to the questionnaire. As such, it may not exactly reflect how others view the Participant.

The Participant's responses to the questionnaire have been compared to those of a large group of other people who have already completed it. This allows you to consider the responses of the Participant in context and to understand how his or her levels of resilience compare to others.

This report is comprised of four sections:

1. The Eight Components of Resilience - This section details the eight components measured by the questionnaire.

2. Response Style Indicators - This section describes two scales that provide information about how the Participant responded to the questionnaire.









3. The Resilience Profile - This section provides you with details about the Participant's profile in relation to all eight components of resilience.

4. Interpretation and Interview Guide - This section provides a description of the Participant's scores and a set of interview questions to explore his or her profile on The Resilience Questionnaire.

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 Response Style Indicators

There are two response style indicators that provide information about how the Participant responded to the questionnaire. These are detailed below:

1. Social Desirability - The tendency for a Participant to put forward a positive impression of themselves whilst responding to the questionnaire. If scores on this scale are high, then caution may need to be exercised when interpreting the other scales in the questionnaire.

2. Rating Range - The tendency for a Participant to use the full range of the rating scale when responding to the questionnaire. At the extreme high end, the full extent of the rating scale has been used, including frequent use of either end of the rating scale. At the extreme low end, a very narrow range of rating points has been used and the extremes have been avoided.

Social Desirability

Low Scores

Tends to be self-critical and unconcerned about presenting themselves in a positive light



High Scores

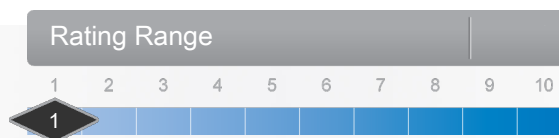
Likely to be very focused on presenting themselves positively, which could distort profile

The Participant's score on this scale was **average**. People with scores in this range do not appear to have been overly self-critical or to have tried to present themselves in a more socially desirable way than others.

Rating Range

Low Scores

Used a narrow range of responses on the rating scale and profile may lack differentiation



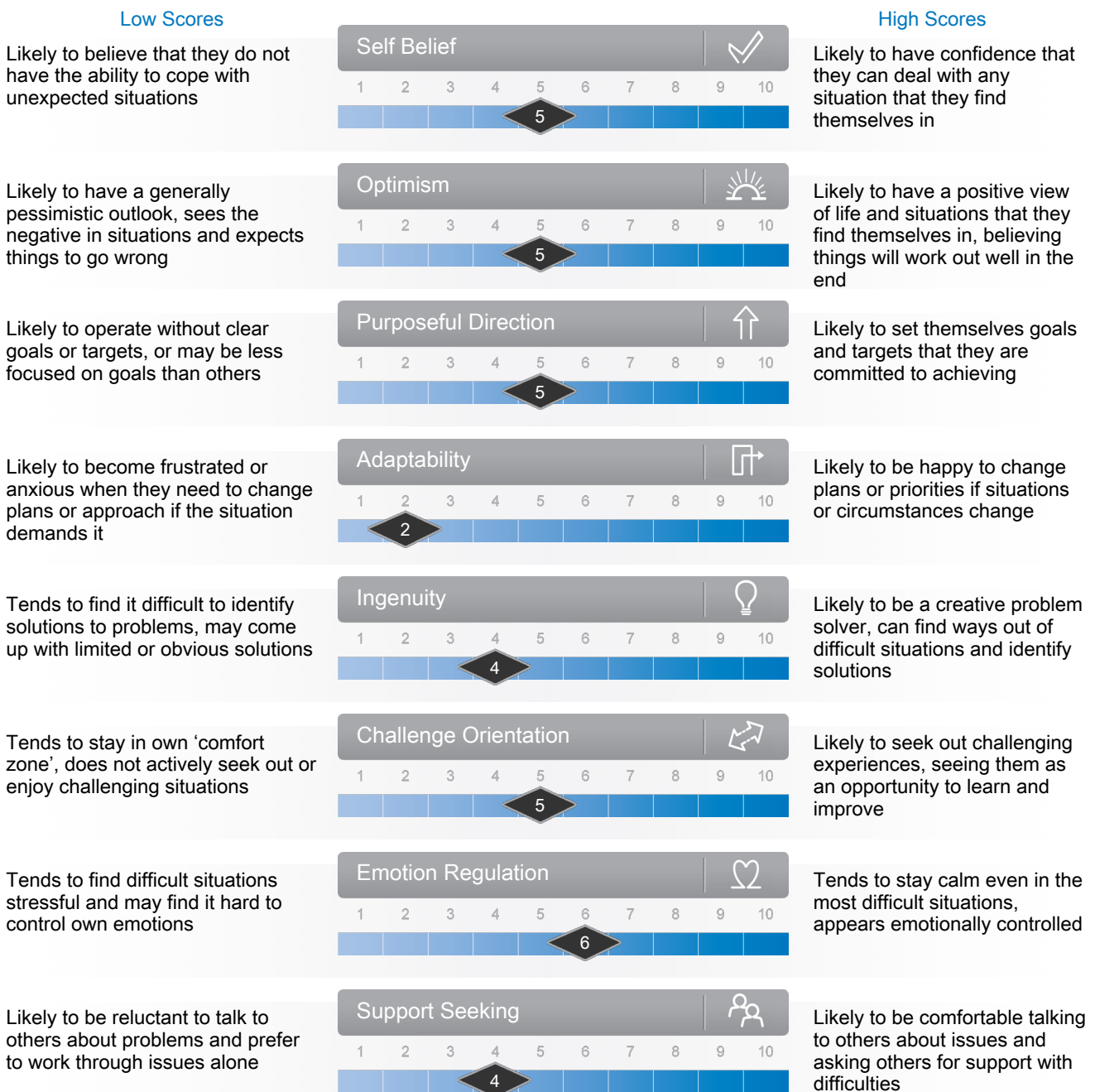
High Scores

Used a wide range of responses on the rating scale, with regular use of extreme rating points

The Participant's score on this scale was **well below average**. People with scores in this range use a much lower spread of points on the rating scale compared to others when responding to the questionnaire. They are also likely to have a frequent tendency to avoid using extreme ratings. The resulting profile may lack differentiation.

3 Resilience Profile for Anne Example

This section provides an overview of the Participant's resilience profile in relation to a comparison group based on the responses provided in the questionnaire. 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.



4 Interpretation and Interview Guide

This section provides questions that can be asked during an interview, based on the responses given by Anne Example to The Resilience Questionnaire. The purpose of the interview is to verify the Participant's profile on the questionnaire. Therefore, the questions in this section have been generated depending on the scores obtained by Anne Example on each of the eight scales in the questionnaire, relative to the comparison group. Different follow-up interview questions will be shown according to whether the Participant's score was low, medium or high on a given scale relative to other respondents.

The questions are intended to provide a starting point for the interview and are **not** intended to be exhaustive. Assessors should ask additional questions based on the Participant's responses and specific areas relevant to the job role for which the Participant is being considered.

The Assessor should decide which scales are priorities to explore in the interview. Typically the Assessor should spend most time exploring low scores, as these are likely to represent the greatest concern in terms of an individual's resilience. However, the scales that Assessors focus on should be determined by the requirements of the job role, and this may mean that specific scales require particular exploration if moderate or high scores are achieved.

The scores for each of the resilience components, called Sten scores, range from 1 through to 10. A guide to how these scores can be interpreted is provided below.

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

For each of the resilience components, the Sten score is presented along with an interpretation of what that score means and three interview question prompts. A space to record any notes on the Participant's responses in the interview is also provided, along with a table showing positive and negative behavioural indicators for the resilience component.

A rating scale is provided to rate the Participant's capability in relation to that resilience component if you wish to use. This rating should be based on the Participant's score along with the behavioural evidence you collect in the interview. At the end of the questionnaire, you also have the opportunity to provide an overall rating based on your overall perceptions from the Participant's scores and the behavioural evidence collected during the interview. These ratings should be based on the Participant's profile in combination with the requirements of the job role.

Self Belief

Low Scores

Likely to believe that they do not have the ability to cope with unexpected situations



High Scores

Likely to have confidence that they can deal with any situation that they find themselves in

The Participant's 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.

Interview Questions

- How well do you feel you generally cope with very challenging situations? How often do you face these sorts of situations?
- Are there certain types of challenging situations that you feel more comfortable dealing with? Why is this? Describe a recent example.
- What types of challenging situations do you feel less comfortable with? What is it about these situations which make you less comfortable? How well do you think you have dealt with these situations in the past?

Interview Notes

Assessor Evaluation: Self Belief

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|--|---|
| Demonstrates confidence in own ability to carry out a task or job. | Can doubt their capability to perform at work. |
| Is confident that they can cope with major problems and crises. | Uncertain whether they are not capable of dealing with major problems and crises. |
| Believes they can achieve whatever they set their mind to. | Has limiting beliefs about what they can achieve. |
| Not easily deterred by difficulties or setbacks. | Can be disheartened when things don't do to plan. |
| Is self-assured in uncertain situations. | Is indecisive when faced with uncertain situations. |

Assessor Rating (based on scale score and interview evidence)

| | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Optimism

Low Scores

Likely to have a generally pessimistic outlook, sees the negative in situations and expects things to go wrong



High Scores

Likely to have a positive view of life and situations that they find themselves in, believing things will work out well in the end

The Participant's 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.

Interview Questions

- Generally, do you see yourself as more optimistic or less optimistic than other people? What do other (more or less optimistic people) do that you don't do?
- What types of situations tend to make you feel more optimistic? Do you feel this optimism has any positive impact on your work? Why is this? Describe a recent example.
- In what kinds of situations do you tend to feel less optimistic? Why do you think this is? How do you cope with these situations?

Interview Notes

Assessor Evaluation: Optimism

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|--|--|
| Stays positive in the face of setbacks and failure. | Tends to dwell on the things that go wrong. |
| Believes things will always work out in the end. | Expects things to go wrong, assuming worst case scenario will occur. |
| Concentrates on the positive side to situations. | Focuses on the negative aspects of a situation. |
| Encourages others to think positively. | Makes other people feel negative about what might happen. |
| Compartmentalises difficulties and does not let them affect other aspects of their work. | Allows difficulties in one area to affect other aspects of their work. |

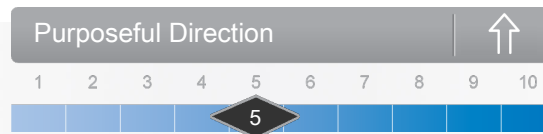
Assessor Rating (based on scale score and interview evidence)

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| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Purposeful Direction

Low Scores

Likely to operate without clear goals or targets, or may be less focused on goals than others



High Scores

Likely to set themselves goals and targets that they are committed to achieving

The Participant's score on this scale was **average**. People with scores in this range tend to have some goals that they work towards. They tend to be fairly committed to achieving them, but at times may be deflected from them by obstacles or other priorities.

Interview Questions

- How often do you set specific goals for yourself at work? Describe some examples. To what extent do you stay focused on achieving these goals once you have set them?
- What goals are particularly important to you? Why is this? What goals or targets are you less concerned about?
- What long term goals do you currently have? To what extent do these goals help you to put problems into perspective?

Interview Notes

Assessor Evaluation: Purposeful Direction

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|--|--|
| Shows determination to achieve goals in demanding situations. | Blames external factors on not being able achieve goals. |
| Sets clear short and long term goals for themselves on a frequent basis. | Rarely sets long or short term goals and appears to lack general direction in terms of goal achievement. |
| Consistently strives to meet targets and objectives. | Does not push themselves to meet targets or deadlines. |
| Keeps focused on the end goal at all times, regardless of setbacks. | In the face of setbacks, caves into pressure and gives up on achieving the end goal. |
| Has a strong sense of what they want to achieve from their job and career. | Does not seem to have clear career goals that they are working towards. |

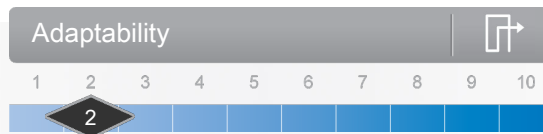
Assessor Rating (based on scale score and interview evidence)

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| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Adaptability

Low Scores

Likely to become frustrated or anxious when they need to change plans or approach if the situation demands it



High Scores

Likely to be happy to change plans or priorities if situations or circumstances change

The Participant's 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.

Interview Questions

- How difficult do you find it to adapt when situations change rapidly? Is there anything about changing your behaviour or approach that you find particularly challenging? Why do you think this is?
- Do you get frustrated when plans change? How does this affect other people you work with? Describe a recent example.
- Have there ever been times when you have stuck to the same approach when dealing with a task when it would have been better to change what you were doing? Why did you choose to keep doing what you were doing? What was the impact?

Interview Notes

Assessor Evaluation: Adaptability

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|---|---|
| Sees change as positive rather than negative or threatening. | Gets frustrated or anxious when faced with change. |
| Easily adapts to new situations and changes at work. | Finds it hard to deviate from the rigid structure they follow when doing things. |
| Adjusts thinking and approach based on new information or events. | Struggles to take new relevant information on board quickly and change tactics in response. |
| Can modify their own behaviour if the existing approach is not working. | Sticks rigidly to the same approach even when it appears ineffective. |
| Is happy to change plans and priorities if necessary. | Finds it difficult to accept when plans have to change and can become frustrated. |

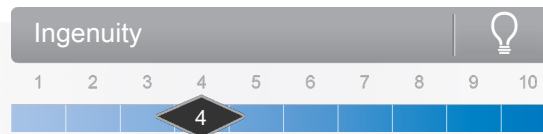
Assessor Rating (based on scale score and interview evidence)

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|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Ingenuity

Low Scores

Tends to find it difficult to identify solutions to problems, may come up with limited or obvious solutions



High Scores

Likely to be a creative problem solver, can find ways out of difficult situations and identify solutions

The Participant's score on this scale was **slightly below average**. People with scores in this range tend to believe they can find solutions to most problems, unless they are quite challenging or complex.

Interview Questions

- How well do you feel you can come up with clever solutions to problems? How often do you have to generate solutions to overcome problems in your workplace?
- In what situations do you find it easier to come up with a range of solutions, and in what situations do you find this harder to do? Give me some specific examples.
- Do you tend to solve problems better in group situations or as an individual? Why do you think this is?

Interview Notes

Assessor Evaluation: Ingenuity

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|---|--|
| Thinks beyond the more obvious solutions when trying to solve problems. | Tends to come up with obvious solutions only. |
| See opportunities and options in problem solving that others may not see. | Rarely sees opportunities within their working environment. |
| Generates imaginative ideas to overcome obstacles. | Ideas are conventional and lack imagination. |
| Shows confidence in their ability to find a way around problems. | Doubts whether they can find a way around problems without help from others. |
| Thinks of multiple ways around a problem. | Comes up with a limited number of solutions to solve a problem. |

Assessor Rating (based on scale score and interview evidence)

| | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Challenge Orientation



The Participant's 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.

Interview Questions

- How often do you actively seek out difficult challenges which are outside of your 'comfort zone'? Can you describe some examples where you have done this?
- In what situations are you more likely to take on a challenging experience? Why do you think this is and what do you feel you gain from doing this?
- In what sorts of situations do you tend to avoid taking on a challenge? Describe a recent example. What do you feel you potentially missed out on as a result?

Interview Notes

Assessor Evaluation: Challenge Orientation

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|--|---|
| Does not shy away from difficult tasks, instead viewing them as challenges to be overcome. | May go out of their way to avoid situations that are unfamiliar or uncomfortable to them. |
| Actively seeks out tasks they regard as challenging. | Tends to volunteer only for situations and tasks that can be easily resolved. |
| View challenges as opportunities to learn and develop. | Does not recognise that challenges provide a good opportunity to learn and develop. |
| Enjoys dealing with new problems they have never come across before. | Prefer to remain in their comfort zone and deal with problems they are familiar with. |
| Sees difficult situations as an opportunity to test themselves. | Overly concerned about the possibility of failure. |

Assessor Rating (based on scale score and interview evidence)

| | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Emotion Regulation

Low Scores

Tends to find difficult situations stressful and may find it hard to control own emotions



High Scores

Tends to stay calm even in the most difficult situations, appears emotionally controlled

The Participant's score on this scale was **average**. People with scores in this range are generally able to control their emotions in difficult or stressful situations quite well. However in certain circumstances they may become somewhat anxious or flustered.

Interview Questions

- Generally, how well do you feel you keep control of your emotions when faced with stressful and demanding situations? How often do you have to deal with these kinds of situations?
- Under what circumstances do you find it most difficult to stay calm at work? Why do you think this is?
- In what situations do you find it easier to keep calm, even when things are stressful? What strategies do you use in order to do this?

Interview Notes

Assessor Evaluation: Emotion Regulation

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|---|--|
| Maintains focus on the main objectives even when under with significant pressure. | Can get lost in minor details or issues and lose sight of the main objectives of the task. |
| Maintains composure when faced with difficult or unexpected problems. | Can get flustered when things are going wrong. |
| Exhibits a calm and controlled manner in the face of difficult or stressful situations. | Can become anxious and annoyed when things are not going right. |
| Keeps events in perspective and does not overreact in high pressure situations. | Gets caught up in their emotions and overreacts in high pressure situations. |
| Thinks clearly and makes rational and effective decisions under pressure. | Tends to make irrational or poor decisions under pressure. |

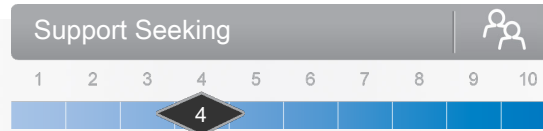
Assessor Rating (based on scale score and interview evidence)

| | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Support Seeking

Low Scores

Likely to be reluctant to talk to others about problems and prefer to work through issues alone



High Scores

Likely to be comfortable talking to others about issues and asking others for support with difficulties

The Participant's 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.

Interview Questions

- Do you have a person or group of people at work that you can discuss problems or issues with? If you encounter a problem, would you typically consult these people or try to work through the problem by yourself?
- In which kinds of situations do you typically find it easier to ask for support? Describe an example. Why do you think asking for support is easier in these situations than others?
- Are there any circumstances under which you find it more difficult to seek support from others? If so, what types of circumstances are more challenging in this regard?

Interview Notes

Assessor Evaluation: Support Seeking

| Positive Behavioural Indicators | Negative Behavioural Indicators |
|--|--|
| Prefers to ask for help and does not feel like they need to tackle problems alone. | Tries to overcome obstacles alone, when it would be better to seek guidance from others. |
| Regularly shares their concerns and feelings with people at work who they know well. | Avoids sharing concerns and feelings with others as they don't want to be a burden. |
| Has a good support network who they can draw on for support with different issues. | Has a limited support network which they can draw on when facing difficulties. |
| Recognises the appropriate time to ask others for help. | Persists with trying to solve problems on their own. |
| Is open to others' offering help and support. | Refuses offers from others to help. |

Assessor Rating (based on scale score and interview evidence)

| | | | | |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 |
| Significant concerns | Some concerns | Acceptable, no particular concerns | Strength | Significant Strength |

Overall Resilience Rating

Assessor Rating (based on overall Resilience profile and interview evidence)

| | | | | |
|----------------------------------|---------------------------|--|--------------------------|----------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 Significant concerns | 2 Some concerns | 3 Acceptable, no particular concerns | 4 Strength | 5 Significant Strength |

Interview Summary Notes

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