

i-resilience report

Sample Person

CONFIDENTIAL



Introduction

Resilience at work can be described as the capability to maintain high performance and positive well-being. Resilient individuals are able to sustain successful performance and positive well-being in the face of adverse conditions, and to recover from or adjust easily to misfortune or change.

“

The greatest glory in living lies not in never falling, but in rising every time we fall.

”

Nelson Mandela

Resilience is a combination of personal characteristics and skills. Resilience skills are practical and can be learned and developed through appropriate training. The characteristics which are associated with higher levels of resilience are inherent in our personalities, however resilience skills can be used to help us adapt our natural style and tendencies.

ASSET is a model of workplace well-being which identifies requirements for us to feel good at work, for example the requirement to feel that we have the information and resources necessary to do our job. Our perceptions of situations at work are influenced by our personalities (as well as our attitudes, experience, etc.) and therefore our resilience in different circumstances will be different.

This report contains two sections. The first is structured around four key components of resilience: Confidence, Purposefulness, Adaptability and Social Support. Tools and resources are provided on the i-resilience portal and are focused around these four areas for building your resilience. For example, if you identify Adaptability as an area you would like help on, you can review the tools and resources suggested. The second section of the report focuses on the implications of your personality profile for your response to the workplace situations in which you are likely to find yourself, as identified in the ASSET model of well-being.

Please note

This report is based on your responses to the Robertson Cooper personality questionnaire. While personality changes little over time, you are likely to have developed strategies for addressing some of the points indicated here – although it is always worth revisiting such strategies to see whether they can be enhanced.

As detailed above, personality contributes to your personal resilience but other skills and factors are also important. This report focuses on the potential impact of your personality on your resilience, and should not be taken on its own as a comprehensive view of your personal resilience or a definitive statement of your level of resilience.

Section 1: Four Key Components of Resilience

Robertson Cooper's model of resilience has four key components, all of which are influenced by our personality and the skills that we develop over time. This section of the report provides an interpretation of your personality in relation to these components. For each one, the report will identify different aspects which may help or hinder your resilience. Understanding these is the starting point for building your resilience and it is important to bear in mind that you are likely to have developed ways of overcoming hindrances to your resilience over time.

The four components of resilience are described below:



Confidence

Based on your responses to the personality questionnaire, the areas below are likely to generally help or hinder your resilience:

Hinders your resilience	Helps your resilience
Level of worry	
	Dealing with distress
	Level of social anxiety
Reaction to pressure	
Level of enthusiasm	
Level of compliance	
	Degree of modesty
Degree of resourcefulness	

- **WORRY:** You are generally apprehensive and probably worry about things going wrong.
- **DISTRESS:** You rarely experience lasting feelings of sadness or discouragement.
- **ANXIETY:** You are confident in interacting with others; embarrassment or shyness when dealing with people is not a problem for you.
- **PRESSURE:** You are not particularly confident in your ability to manage potentially stressful situations.
- **ENTHUSIASM:** Your attitude to life and work tends to be serious rather than light-hearted.
- **COMPLIANCE:** A dislike of conflict could undermine your confidence in taking a firm stand.
- **MODESTY:** You are generally confident in yourself, although there may be times when you feel other people are more skilled or successful.
- **RESOURCEFULNESS:** You lack confidence in your own capability and resourcefulness.

Purposefulness

Based on your responses to the personality questionnaire, the areas below are likely to generally help or hinder your resilience:

Hinders your resilience		Helps your resilience
Level of assertiveness		
Activity levels		
Level of adventurousness		
	Aesthetic appreciation	
	Social values	
Sense of duty		
Level of ambition		
	Level of self-discipline	
Level of deliberation		

- **ASSERTIVENESS:** You prefer others to do the talking and to take the lead.
- **ACTIVITY:** The pace you set is likely to be measured rather than busy and energetic.
- **ADVENTUROUSNESS:** You have a low need for excitement - this should help you to be focused in your efforts, but may also lead you to avoid certain situations you see as risky.
- **AESTHETICS:** Your objectives and motivation tend to be focused on practical issues rather than artistic interests.
- **SOCIAL VALUES:** Although you are generally tolerant of different values, you are also clear about your own.
- **SENSE OF DUTY:** You are likely to be quite casual about adhering to ethical principles and fulfilling obligations.
- **AMBITION:** You place little emphasis on achieving results for their own sake and are likely to be motivated only by specific goals that mean something to you.
- **SELF-DISCIPLINE:** You are average in self-discipline and will generally persist and finish what you start.
- **DELIBERATION:** You can be hasty and sometimes act without considering all the consequences.

Adaptability

Based on your responses to the personality questionnaire, the areas below are likely to generally help or hinder your resilience:

Hinders your resilience		Helps your resilience
	Level of frustration	
Impulse control		
		Level of imagination
Degree of emotional awareness		
Preference for variety		
Degree of openness to ideas		
Level of sympathy		
	Preference for order	

- **FRUSTRATION:** You sometimes feel irritable or impatient and in these situations it may be difficult for you to deal with problems and everyday frustrations in a calm and flexible manner.
- **IMPULSIVITY:** You may put yourself under pressure by giving in to your impulses rather than exercising self-control to respond in a constructive, adaptable way.
- **IMAGINATION:** You should be able to achieve a good balance between addressing immediate practicalities and looking ahead to anticipate future developments.
- **EMOTIONAL AWARENESS:** You pay relatively little attention to emotional reactions, and may overlook some of the clues you need to adapt to changing situations.
- **VARIETY:** Preferring to keep to what you know may affect the flexibility of your response to change and new situations.
- **IDEAS:** If you are very focused on specific, practical issues this may limit your adaptability to different situations and demands.
- **SYMPATHY:** Your views are driven by logic rather than sympathy; this may help you to take a pragmatic approach but could also lead to a lack of flexibility.
- **ORDER:** Your low need for order and structure suggests that your approach will be flexible, although you may need to be more organised in adapting to changing situations and demands.

Social Support

Based on your responses to the personality questionnaire, the areas below are likely to generally help or hinder your resilience:

Hinders your resilience	Helps your resilience
Degree of personal warmth	
Degree of sociability	
	Level of trust
	Level of straightforwardness
Degree of consideration for others	

- **WARMTH:** You tend to be formal and reserved in your relationships, and may keep your distance from some of the people who could provide useful social support in difficult times.
- **SOCIABILITY:** You are likely to rely on a relatively small group of people for your social support; you may be inclined to draw mainly on your own resources rather than turning to others in difficult times.
- **TRUST:** You are willing to trust others but you will be careful about who you discuss your problems with.
- **STRAIGHTFORWARD :** Being generally open in what you are prepared to say to others should help you to establish and draw on supportive relationships.
- **CONSIDERATION:** A concern for protecting your own interests may affect the extent to which others are willing to provide you with support when you need it.

Section 2. Resilience and the situational requirements for well-being at work

When considering resilience, in addition to the role of our personality another important influence is the situation in which we find ourselves. The workplace presents many situations that test our resilience at times, and we will all respond to these in different ways.

The next part of this report looks at the implications of your personality for your resilience in various situations at work.

The ASSET model identifies six situational requirements necessary to achieve and maintain a state of positive well-being at work. These requirements are described below.

Informed and Equipped

Individuals feel that they have the information and resources they need to do their work.



Balanced Workload

Individuals feel their workload is stimulating but manageable.



Collaborative Relationships

Individuals feel encouraged and supported by their work relationships.



In Control

Individuals feel they have control and influence over how their work is done.



Well-Managed Change

Individuals experience change as positive and well-managed.



Sense of Purpose

Individuals have a sense of purpose and feel that their goals are clear, challenging and achievable.



The following section provides an insight into how comfortable or challenged you are likely to feel in these different situations at work.

Likely positives for you in different situations



In situations where information or resources are limited:

- You are likely to be comfortable with making quick decisions and doing the best you can with what you have.
- Your flexible approach should help you to manage with what you have, as long as you are not too disorganised in how you go about it.



In situations where there are significant pressures on your workload or work life balance:

- Being careful to guard your own interests will ensure that you do not take on too much just because you are trying to be helpful.
- Seeing the situation from a rational perspective rather than feeling sorry for others should help you address firmly any performance issues that may be adding to workload problems.



When organisational change is creating a high level of challenge and uncertainty:

- You are likely to be quite comfortable with responding quickly to the situation as it develops.



In situations where work relationships are not as collaborative as might be expected:

- Your self-assured style and lack of defensiveness will help you to manage relationships in a resilient and constructive way.

Possible areas for you to work on



In situations where information or resources are limited:

- Taking more time to think things through carefully would be helpful in deciding how to manage with what you have – if you are too hasty you may put yourself under unnecessary pressure by making mistakes.
- You may rely too much on others to deal with the situation, rather than taking the lead yourself and putting energy into seeking out what you need.
- You probably need to be more assertive than usual in asking for further information or negotiating for more resources.
- You may need to challenge yourself to try out different ways of achieving your objectives, rather than relying on tried-and-tested approaches.
- Increasing your confidence in your own resourcefulness – for example by making sure you do not underestimate your abilities – will help you to respond in a more resilient way.
- You need to make sure that you have good strategies for getting organised and planning how to make the best use of what you have.



In situations where there are significant obstacles to the amount of control and influence you have over how your work is done:

- It will be particularly important for you to manage your anxiety, for example by challenging any assumptions that make you feel anxious or stressed but that may not be entirely rational when you evaluate them against the evidence.
- Actively managing any tendency to give in to your impulses should decrease the risk of feeling out of control and stressed.
- You need to make sure you are sufficiently assertive and energetic in your efforts to overcome these obstacles, rather than sitting back and letting others take the lead.
- You need to make sure you take a firm stand in negotiating a higher degree of control and influence, rather than giving in too easily to others' demands or challenges.
- There is a risk that you could make the situation worse by under-estimating or under-selling your own abilities and achievements.



In situations where there are significant pressures on your workload or work life balance:

- You may need to make more effort than usual to engage with other people, so that you can share the load where possible.
- You will need to manage your energy carefully, doing what you can to achieve a good balance between activity and time out and making it clear to others that you are fully committed but need a more measured pace and a more balanced lifestyle.
- Paying more attention to how you are feeling should ensure that you recognise when the pressure is becoming too much for you to cope with.
- Although your flexible approach will have its advantages, this is a situation where insufficient structure and planning could increase the pressure on you.



When organisational change is creating a high level of challenge and uncertainty:

- Actively managing your anxiety will be important to avoid worrying unduly about what might happen.
- Your natural caution may lead you to feel uncomfortable about any uncertainty or risks in the situation.
- Your style tends to be rather serious, and a more light-hearted approach could help you to respond positively in times of change.
- A preference for keeping to tried-and-tested activities and approaches suggests that you will not be particularly comfortable in times of change, even if you recognise the need.
- Increasing the extent to which you actively seek out new ideas and information should help you to develop effective responses and creative solutions to new challenges.
- Insufficient confidence in your own capability and achievements could lead you to underestimate the extent to which your skills and competencies will transfer to new situations.



In situations where work relationships are not as collaborative as might be expected:

- Taking a more active interest in other people should help you to manage difficult relationships by understanding different perspectives and building rapport.
- Although your hard-headed attitude is likely to add to your personal resilience in some ways, it could put you under unnecessary pressure by making it more difficult to gain others' support.
- A dislike of conflict could put you under considerable pressure when dealing with difficult or unsupportive relationships.



In situations where goals are ill-defined and you need to create your own sense of purpose:

- Challenging yourself more to use your initiative will help you to set the direction for yourself as well as for others.
- You need to be careful that your preference for a more relaxed pace does not prevent you from seeking out and pursuing challenging objectives.
- You may be too cautious about what you take on or commit to.
- A low need for variety could discourage you from identifying and pursuing different activities.
- You may be rather careless about defining and meeting expectations, which could then put you under pressure when these expectations are not met.
- You are likely to be motivated only by certain goals that you care about, so it will be important for you to identify these and ensure they are clearly defined and agreed.
- You are likely to be too hasty and probably need to spend more time reviewing the information and guidance you have in order to clarify objectives and decide what you think is most important, and how to go about achieving this.

In any difficult situation:

- Any strategies you can develop for managing pressure will be important for reducing your vulnerability to stress.
- The resilience of your response will be improved if you can work on developing greater self-confidence.
- You need to make sure that you put enough effort into using your initiative, resolving problems and improving the situation for yourself and others.

Things to consider

As a next step, you may want to print out your report and write in your responses to the questions below:

(a) Which of the 6 situational factors do you find tests your resilience most?

(b) Which of your 'likely positives' do you feel work particularly well for you?

(c) Which could you make more use of to enhance your resilience?

(d) Which of your 'possible areas to work' on have you already addressed to improve your resilience?

(e) What are the 2-3 areas that you should prioritise in order to further enhance your resilience?