



# i-resilience

Individual Report  
Sample report

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 are prone to feeling sad or discouraged.
- **ANXIETY:** When you are the focus of attention, feeling awkward or self-conscious may undermine your confidence, especially when dealing with people you don't know very well.
- **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:** You are generally confident in standing your ground on issues that you feel strongly about.
- **MODESTY:** You tend to be modest and unassuming; you may be uncomfortable talking about your successes and achievements.
- **RESOURCEFULNESS:** Your confidence in your own capability and resourcefulness is average and you may be inclined to underestimate the extent to which your skills and abilities will generalise to different situations.

# 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:** You like to be busy and well occupied, as long as you also get time to relax.
- **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:** Your strongly held personal values suggest that you have a clear sense of purpose.
- **SENSE OF DUTY:** You are generally conscientious 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 sometimes find it difficult to sustain your efforts and to finish what you start.
- **DELIBERATION:** You generally consider what you want to achieve and how to go about it before taking action.

# 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:** Being prone to feelings of irritability and impatience may make it 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:** Alertness to your own and others' emotional reactions should help you to respond adaptively in a changing situation.
- **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 sympathetic attitude should help the flexibility of your response as long as you do not put yourself under unnecessary pressure by being too sympathetic.
- **ORDER:** You have a high need for order and structure and prefer things to be organised and methodical; organisation may help you adapt to new situations and demands, but there is a risk that your approach could be inflexible at times.

# 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 rather sceptical of other people's intentions, and careful about who you trust; this could limit your ability to draw on support when you need it.
- **STRAIGHTFORWARD :** You are very open and sincere; this will help you to win others' trust and to share your problems and concerns with them.
- **CONSIDERATION:** You are generally considerate of others and responsive to requests for help, which makes it likely that this will be reciprocated by some of them 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:**

- Being well organised and efficient will be an important part of your coping strategy.



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

- Recognising how you are feeling should alert you to when the pressure is becoming too much for you to cope with.
- Good organisation should help you to manage efficiently.



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

- Being open and direct about your objectives and concerns could be useful in defusing conflict and improving relationships, as long as you are not inappropriately direct in what you say.

## Possible areas for you to work on



### **In situations where information or resources are limited:**

- You may become discouraged or de-motivated, and there is a risk that you will disengage or move on to something else without completing what needs to be done.
- You may need to challenge yourself to try out different ways of achieving your objectives, rather than relying on tried-and-tested approaches.
- You need to make sure that you do not rely too heavily on planning and organisation, and that you are flexible in how you approach the situation.



### **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.
- There is a risk that you may become discouraged and overlook aspects of the situation you can do something about.
- There is a risk that you may feel uncomfortable or defensive about trying to increase your control and influence; managing any such feelings should make it easier for you to achieve this, for example by gaining others' trust and confidence.
- Actively managing any tendency to give in to your impulses should decrease the risk of feeling out of control and stressed.



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

- There is a risk that you will become discouraged or give up too easily.
- You may need to make more effort than usual to engage with other people, so that you can share the load where possible.
- Feeling sympathetic or sorry for others may interfere with addressing firmly any performance issues that are adding to workload problems.



### **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.
- A sceptical view of human nature could lead you to become unduly concerned about other people's intentions in introducing or responding to the changes.



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

- You may be too quick to become frustrated or irritable and this could escalate the situation, putting you under further pressure.
- You may become uncomfortable or defensive when dealing with work relationship issues.
- Exercising greater self-control and self-discipline will help you to avoid creating more pressure by upsetting others, and to feel good about your own management of the situation.
- Your reluctance to trust other people could lead you to take a rather pessimistic perspective of difficulties in work 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 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 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 at risk of giving up or moving on to something else that catches your attention without putting in effort to define and pursue your goals.

### **In any difficult situation:**

- You will need to actively manage your susceptibility to negative feelings – for example, by challenging the assumptions that give rise to these feelings and ensuring that your thinking is as rational and helpful as possible.
- There is a risk that you will put yourself under additional pressure by responding with greater impatience or annoyance than is warranted by the situation.
- Any strategies you can develop for managing pressure will be important for reducing your vulnerability to stress.

## 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?