



MTQ48

# Assessor Report

Sample Report 21 July 2014

This Assessor Report provides at least 5 sample questions on each scale to enable managers or coaches to probe individual scores.

# Summary

**OVERALL MENTAL TOUGHNESS**

1 2 3 4 5 **6** 7 8 9 10

**CHALLENGE**

1 2 3 4 **5** 6 7 8 9 10

**COMMITMENT**

1 2 3 4 5 **6** 7 8 9 10

**CONFIDENCE**

1 2 3 4 5 6 **7** 8 9 10

**CONFIDENCE IN ABILITIES**

1 2 3 4 5 6 7 8 **9** 10

**INTERPERSONAL CONFIDENCE**

1 2 3 **4** 5 6 7 8 9 10

**CONTROL**

1 2 3 4 5 6 **7** 8 9 10

**EMOTIONAL CONTROL**

1 2 3 4 5 **6** 7 8 9 10

**LIFE CONTROL**

1 2 3 4 5 6 7 **8** 9 10

# Mental Toughness Assessor Report for Sample Report

## How to use this report

The assessment report is designed to support the user of the MTQ48 in exploring further an individual candidate's scores in order to arrive at a more complete picture of the individual.

The report is designed to be used in a number of settings:

- Recruitment and Selection
- Coaching
- Counselling
- Employee development processes such as appraisal, training needs analysis, preparation for training and development, etc

The user of the MTQ48 in assessment settings is responsible for its professional use. It is important that the following information is both read and understood. Any queries should be, in the first instance, be directed to AQR.

As with the use of all valid and reliable psychometric measures, the assessor has a number of basic responsibilities. You must:

- Ensure that Mental Toughness is actually needed for the job/role
- Provide other evidence of Mental Toughness. NEVER use MTQ48 scores on their own
- Provide equal opportunities monitoring
- Carry out local validation studies

## Do you really need mentally tough individuals?

This is the first question that needs to be answered. It is not sufficient to simply WANT them - you have to SHOW, with evidence, that this is a CORE requirement for the role. Many posts do not require particularly high levels of Mental Toughness.

Please note: The organisation is responsible for ensuring that unnecessary/undue stressors are not placed on any employee. It is not appropriate to select mentally tough individuals to cope with stressful situations that should be reasonably capable of being remedied by the employer.

## Confirming the information provided

The MTQ 48 is designed to give some insight into the Mental Toughness of those completing the questionnaire. It is not infallible and is based on the candidate's own self reports. These may over-estimate or underestimate their Mental Toughness (or elements of it!).

It is therefore vital that it is supported by other evidence gained from assessment techniques e.g. interviews, references, group exercises, other questionnaires. The MTQ48 must NEVER be used in isolation when selecting candidates.

## Use with interviews

Mental Toughness assesses 4 distinct areas: Challenge; Control; Commitment & Confidence.

The assessment report provides Sample interview probe questions and these should be used to verify the questionnaire data. Discrepancies should be fully explored and a judgement formed as to the true Mental Toughness of the candidates, based on a synthesis of the information obtained from different sources.

Specific evidence should be recorded to support your judgements and kept in a secure environment for at least 6 months.

You should explain to the candidate how the information from the questionnaire has been used. For example you may say,

“The questionnaire you have completed is not a pass or fail test. It provides us with your own views about how you deal with aspects of work that we feel are important to the present post. The purpose of the questionnaire is to help us structure the interview and other aspects of the selection process.”

## **Equal opportunities monitoring**

It is the users (individual/organisations) responsibility to set up an equal opportunities monitoring system. Information on gender and ethnic origin of candidates should be collected and stored. At regular intervals the data should be returned to AQR LTD. or analysed locally to ensure that unfair gender or ethnic biasing is not occurring. Advice on how to do this can be obtained from AQR.

## **Local validation studies**

The MTQ48 has been shown to predict performance in stressful situations. However, it is the end users legal responsibility to carry out local validity studies to show that performance in your particular organisation is related to MTQ48 scores. Advice on how to do this can be obtained from AQR.

## **Mental Toughness**

Mental Toughness is a quality which determines, in some part, how individuals perform when exposed to stressors, pressure and challenge. It can play a significant role in determining how an individual manages stress as well as being a key factor in enabling individuals to perform to the peak of their abilities

# Overall Mental Toughness



1 2 3 4 5 **6** 7 8 9 10

This candidate is able to cope with most of life's challenges, although, when facing some difficult circumstances they may feel nervous and a little threatened. They are quite confident in their abilities, but their self-belief may be affected by others' criticism.

They are likely to be reasonably comfortable in most social situations, and will usually contribute to group activities.

They will usually achieve their goals, although they may occasionally become distracted when facing difficult circumstances. They are likely to feel in control in most situations and feel that they have some power to influence what goes on around them. Under normal circumstances, they are in control of their emotions.

Suggested questions:

- With reference to a specific example, briefly describe how you deal with stressful situations at work?
- What aspect of your work do you find most stressful and how do you deal with it?
- What are the aspects of work that others find stressful – and how do you deal with those?
- With which aspects of work do you regularly find it difficult to cope?
- Which aspects of work or your life previously troubled you but you have now learned to deal with them/ What do you do to develop that capability.
- What are the first thoughts which enter your mind when asked to carry out a challenging task or activity? Are these generally positive or negative thoughts? Give examples.
- Can you describe a situation where you gave up or fail to achieve a task which now you feel should have been achieved? What did you learn from that?

# Challenge



1 2 3 4 **5** 6 7 8 9 10

This candidate will be able to cope effectively with most of life's challenges, and may sometimes use these as a way of enhancing their personal development. They may at times seek "change for change sake", but are reasonably accepting of a degree of routine and will generally prefer routine and stability..

They will be most comfortable in an environment that provides them with a balance of predictability and flexibility, but will usually be able to react positively to the unexpected when necessary.

This candidate will welcome degree of challenge from time to time but will sometimes be hesitant when asked to handle tasks that many would judge difficult. Sustained exposure to challenge, change and variety may wear this person down if not supported

## Suggested questions

- What is your ideal working environment?
- Can you give us an example of how you have dealt with an unexpected problem?
- How do you deal with routine/mundane tasks?
- Can you give us an example of how you have successfully coped with a major change in the workplace?
- Describe the last two or three projects/work you handled? How did they finish?
- Describe a routine job task that you are required to carry out regularly. How well is it done?
- What is your reaction when asked to handle large and difficult tasks?
- Describe a piece of work you found particularly stretching. What was so challenging about it? How did you deal with the challenge?
- If asked to do something very different from your normal or core activity, what is your response?
- Describe three aspects of your work you like most and three you like least. What are the common themes in each group?

# Commitment



1 2 3 4 5 **6** 7 8 9 10

Whilst this candidate will normally stick to their task they may, on occasions, become distracted. This may mean that they, occasionally, do not achieve their goals in the most efficient way, or fail to reach the end point.

They will set goals and targets for many aspects of life and work but will not always deliver them.

They are relatively resilient and will normally be enthusiastic and motivated, but under extreme pressure their enthusiasm for a particular task may wax and wane.

They are usually quite optimistic in outlook, believing that they will succeed most of the time.

Suggested questions:

- How do you prepare for a complex task?
- What things really motivate you?
- What things de-motivate you?
- Are you an optimist or a pessimist? What are the upsides & downsides of whichever is chosen?
- Describe your proudest achievement. Why was it special?
- Describe a failure or setback you have suffered. What did you learn from that?
- When was the last time you had to put in really special effort to get something done?
- Describe a setback from which you staged a recovery.
- How do you deal with people who cannot keep up with you?
- Describe something that you were once very keen on and now have lost interest. Why did that happen? How often does it happen?
- Describe how you set your goals in life and the extent to which you achieve them.

# Confidence



1 2 3 4 5 6 **7** 8 9 10

This candidate is reasonably self-assured, having moderate levels of self-confidence. They have the self-belief to attempt most tasks but they may, on occasions, fail to tackle challenges that they are, in reality, capable of dealing with.

They will understand that tasks may not be achieved easily and there may be setbacks and problems en route to success. These may occasionally affect them but usually they will respond positively and deal with the setback or problem and continue to achieve the task.

They will normally believe that things will come right in the end, but they may become overly self critical at times, allowing mistakes to prey on their mind.

They are more likely than most to speak out in meetings and discussion, and feel sufficiently confident to argue with others when they feel they are in the right. In general, they will speak their mind.

Suggested questions:

- Would you describe yourself as a confident person?
- How does this show itself at work?
- How do you deal with making mistakes?
- What role/roles do you tend to take when working in groups?
- Please give an example of how you have tackled difficult people at work?
- Describe 5 positive features about yourself – relevant to work?
- What are your biggest shortcomings? How do you deal with them?
- Describe your response when things go wrong and threaten your plans
- In a discussion someone says something that you know is totally wrong. Describe your response.
- You can't win them all. How do respond when you fail to achieve something?



1 2 3 4 5 6 **7** 8 9 10

This candidate is likely to feel in control in most situations, although they may occasionally feel that events are overtaking them. Most of the time they believe that what they do will make a difference, and that they have a degree of control over what happens around them. They may, on occasions, see themselves as “going through the motions”.

Whilst they may worry about important aspects of their life, they do not usually get this out of proportion. They will normally remain cool, calm and collected. From time to time they may have difficulty in controlling their emotions and may occasionally reveal their irritation and annoyance when pressed

This candidate is likely to be reasonably good at managing their time

Suggested questions:

- How do you ‘stay cool’ in stressful situations?
- Will you give an example of when you have been proactive at work?
- To what extent do you show your feelings at work?
- What are the kinds of things that worry you – in work and outside work?
- Describe a situation where you remained calm although others did or might have panicked.
- What would it take to get you rattled?
- Describe an aspect of work in which you have little interest and are going through the motions.
- Describe a time when you were involved in a difficult task that others thought was especially difficult or “impossible”. How did you respond?
- How do you respond when others have tried to bully you?
- How do you deal with others who may be less resilient than you?
- Describe how you go about managing your time.

## Comments

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