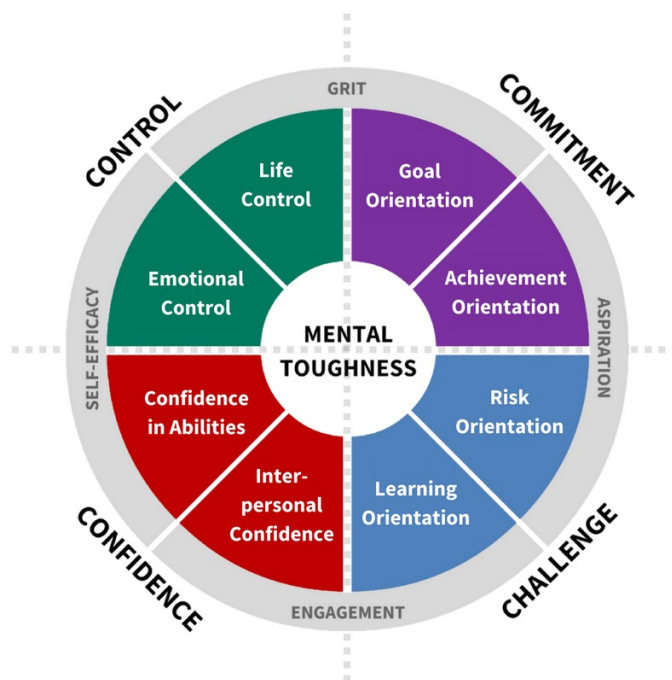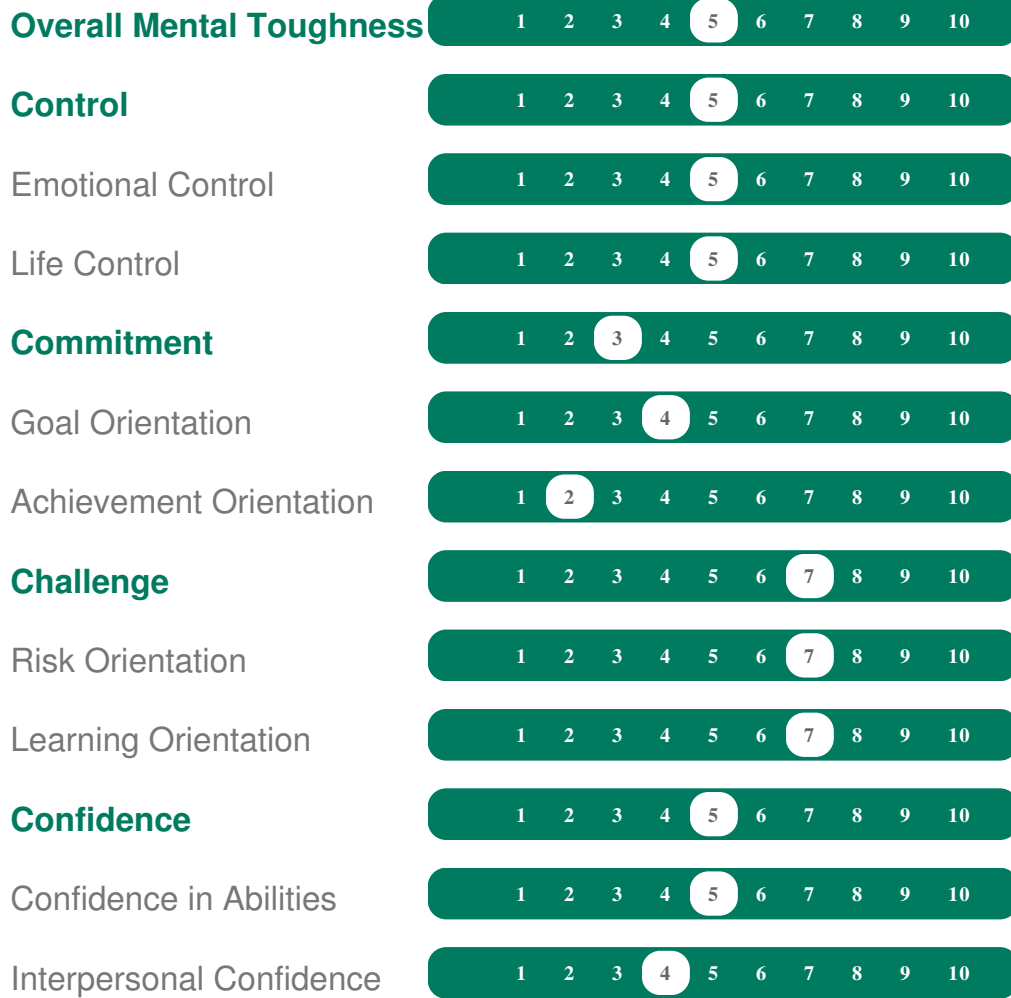# MTQPlus

Assessor Report

Sample 17 January 2018

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

SUMMARY

	1	2	3	4	5	6	7	8	9	10
Overall Mental Toughness					5					
Control					5					
Emotional Control					5					
Life Control					5					
Commitment			3							
Goal Orientation				4						
Achievement Orientation		2								
Challenge							7			
Risk Orientation							7			
Learning Orientation							7			
Confidence					5					
Confidence in Abilities					5					
Interpersonal Confidence				4						

Mental Toughness Report for Sample

How to use this report

The assessment report is designed to support the user of the Mental Toughness Questionnaire in exploring further an individual candidate's scores in order to arrive at a more complete picture of the individual. This is useful in both selection and development applications.

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

- Recruitment and Selection
- Coaching
- Counselling
- Employee development processes such performance management, training needs analysis, coaching, preparation for training and development, assessment or development centres, etc.

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

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

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

To what extent 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 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 MTQ 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 judgments 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 a fail test. It provides us with your own views about how you approach aspects of work and how you deal with them that we feel are important to your current 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

International 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 International.

Local validation studies

The MTQ 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 MTQ scores. Advice on how to do this can be obtained from AQR International.

Mental Toughness

Mental Toughness is a personality trait which determines, in some part, how individuals perform when exposed to stressors, pressure, opportunity 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 and organisations to perform to the peak of their abilities.

Mental Toughness

1   2   3   4   5   6   7   8   9   10

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

They are likely to be moderately comfortable in most social situations, and can often contribute to group activities although this may not be their first preference.

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

Under normal circumstances, they are in control of their emotions but can be susceptible to periods of sustained pressure and challenge.

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 did 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 failed to achieve a task which now you feel should have been achieved? What did you learn from that?

Control

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, but 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 but from time to time they may have difficulty in controlling their emotions and will sometimes reveal their irritation and annoyance when provoked.

This candidate is likely to be fairly good at managing their time for much of the time but will also fail in this regard at some crucial times.

Suggested questions:

Control consists of Life Control and Emotional Control. The questions are grouped according to sub-scale but can often be used for both subscales.

Life Control

- Will you give an example of when you have been proactive at work?
- 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?
- Describe how you go about managing your time.
- What are the factors that would make you think you can't do what is asked of you?

Emotional Control

- How do you 'stay cool' in stressful situations?
- 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 not or might have panicked.
- What would it take to get you rattled?
- How readily do you show your emotions when things go wrong
- How do you respond when others have tried to bully you?
- When you do get upset or annoyed and it shows, how do others respond? How do you respond?

Commitment

This individual may become easily diverted from the task at hand. They may find it difficult to complete tasks when facing significant adverse circumstances and may consequently give up too easily.

They may become unwilling to sustain effort if they believe that they cannot overcome the obstacles in their way. In general, they may find it hard to summon up enthusiasm for some tasks.

This individual may also be uncomfortable in setting goals and targets and may seek to avoid them. Even when set they may prefer to ignore them and may downplay their significance.

Suggested questions

Commitment consists of Goal Orientation and Achievement Orientation. The questions are grouped according to sub-scale but can often be used for both subscales.

Goal Orientation

- What things tend to distract you from achieving the task in hand?
- What things really motivate you?
- What things de-motivate you?
- Describe how you set your goals in life and the extent to which you achieve them.
- How do you deal with people who are more driven than you?
- Where do you think it would be useful to have some goals in your life and why would that help?

Achievement Orientation

- How do you prepare for a complex or a difficult task?
- How do you summon up enthusiasm for tasks that you do not really enjoy doing?
- What kinds of things get in your way when trying to get things done?
- Describe a situation where you were driven harder than you would have liked? Why was that and what happened?
- When problems arise which stop you, how do you respond?

Challenge

This candidate will be able to cope effectively with most of the life's challenges and may 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.

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 quickly to the unexpected when necessary.

This candidate will welcome a degree of challenge and will not be too concerned to be asked to handle tasks that most would judge difficult.

Suggested questions

Challenge consists of Risk Orientation and Learning Orientation. The questions are grouped according to sub-scale but can often be used for both subscales.

Risk Orientation

- 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?
- 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?

Learning Orientation

- 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?
- What have you learned about the way others respond to change and challenge? How could you deal more effectively with this in future?
- When others have not responded as positively to a change programme as you would have liked, how have you dealt with that? What did you learn about managing this?

Confidence

This individual 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 will often affect them but usually, after reflection, 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 likely to speak out in meetings and discussions, but may not always feel sufficiently confident to argue with others even when they feel they are in the right. In general, they will express their views when required.

Suggested questions

Confidence consists of Confidence in Abilities and Interpersonal Confidence. The questions are grouped according to sub-scale but can often be used for both subscales.

Confidence in Abilities

- How do you deal with making mistakes?
- 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
- You can't win them all. How do respond when you fail to achieve something?
- Describe what happens when someone asks you to do something outside of your skill set or knowledge base.
- How often do you engage in training and CPD activities?
- How would you approach doing a presentation on behalf of the organisation in an area you know little about?

Interpersonal Confidence

- Would you describe yourself as a confident person?
- How does this show itself at work?
- 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?
- In a discussion, someone says something that you know is totally wrong. Describe your response.
- How effective are you at influencing others and getting them to take your ideas on board?
- How often do you win the argument? Are you always in the right?
- How do you deal with those who pick on you or try to bully you
- How do you deal with assertive people?

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