

MTQ48

Assessor Report

Name: Mary Sample

Date: 08/12/2004

How to use this report

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 LTD.

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 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 comprises 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 LTD.

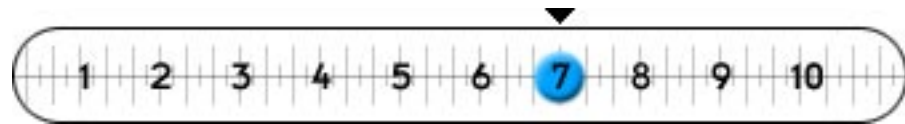
Local validation studies

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 LTD.

The Mentally Tough Person

The mentally tough person tends to be sociable and outgoing; being able to remain calm and relaxed, they are competitive in many situations and have lower anxiety levels than others. With a high sense of self-belief and an unshakeable faith that they control their own destiny, these individuals can remain relatively unaffected by competition or adversity.

Overall Mental Toughness



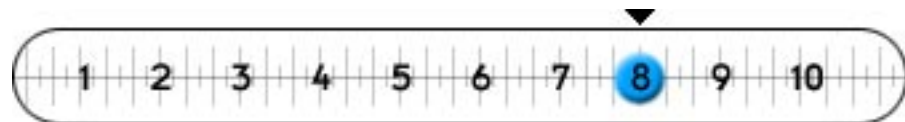
This candidate is able to cope with most of life's challenges, although, when facing some difficult circumstances they may feel nervous and a little threatened. They are quite confident in their abilities, but their self-belief may be affected by others' criticism. They are likely to be reasonably comfortable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

Challenge



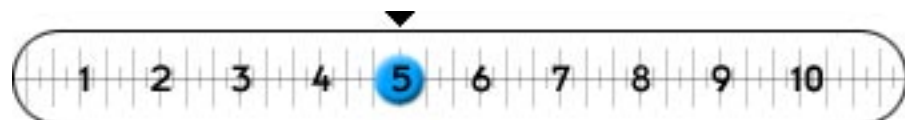
This candidate will tend to see a challenge as an opportunity rather than a threat, often using it as a way to achieve personal development. They are not intimidated by changes in their routine and may be actively drawn to fast moving, challenging environments.

They will tend to be 'quick on their feet', having an ability to quickly deal with unexpected events. They may become quickly bored by repetitive tasks, becoming frustrated by what they see as mundane. They will probably appreciate an unstructured environment that allows them scope to be flexible.

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? What could you have done better?
- Describe a routine job task that you are required to carry out regularly. How well is it done?
- How do you cope with workplace rules? Is it ever acceptable to break a workplace rule?
- Describe a project you have been given which still has not been completed. What will it take to bring it to completion?

Commitment

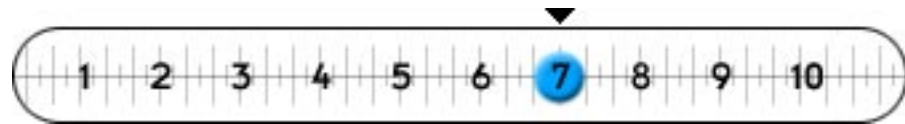


Whilst this candidate will normally stick to their task they may, on occasions, become distracted. This may mean that they, occasionally, do not achieve their goals in the most efficient way, or fail to reach the end point. They are relatively resilient and will normally be enthusiastic and motivated,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

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 a 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 something that you gave up on - but wish you hadn't?

Control



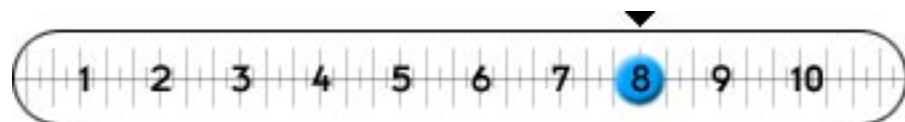
This candidate is likely to feel in control in most situations, although they may occasionally feel that events are overtaking them. Most of the time they believe that what they do will make a difference, but they may, on occasions, see themselves as 'going through the motions'.

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.

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.

Confidence



This candidate has high levels of self-confidence and is self-assured. They will typically have the self-belief to attempt tasks that may be considered too difficult by individuals with similar abilities but lower confidence. They have a genuine feeling that they are a worthwhile person. They have a generally positive view about life and don't usually allow mistakes to get them down.

They are likely to speak out in groups, and feel sufficiently confident to argue with others when they feel they are in the right. In general, they will speak their mind and will be willing to take charge of the situation if they feel this is appropriate.

Suggested Questions

- Would you describe yourself as a confident person?
- How does this show itself at work?
- Everyone makes mistakes. How do you deal with yours?
- What role/roles do you tend to take when working in groups?
- How do you set about leading teams/individuals?
- Describe 5 positive features about yourself - relevant to work?
- What are your biggest shortcomings? What do you do about them?