



CHALLENGE ▪ CONTROL ▪ COMMITMENT

HARDINESS

RESILIENCE GAUGE

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The Point of Leadership™

Emotional Intelligence

LeadershipCall.com

 **MHS**
ASSESSMENTS

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ABOUT THE

HARDINESS RESILIENCE GAUGE

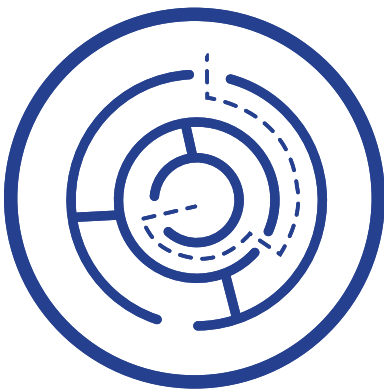
Welcome to your Hardiness Resilience Gauge™ report. The Hardiness Resilience Gauge is grounded in over 30 years of research and development. In this report, you will learn about your own hardiness and how key qualities that you possess can enhance or undermine your stress resilience and adaptability across a range of circumstances. Throughout the report, you will be given developmental strategies aimed at improving and maintaining these key qualities, ultimately providing you with a deeper understanding of how you can contribute to your overall resiliency.

HARDINESS MODEL

How do people get to be resilient? There are a number of factors that can contribute to a person's resiliency level (e.g., childhood experiences, environmental factors). The primary psychological factor that contributes to people's resiliency is their hardiness level.

Hardiness is a generalized mode of functioning that influences how people interpret the world and make sense of their experiences. People's hardiness levels determine how they react and respond to stressful and unexpected situations.

There are three components that make up a person's hardiness level:



CHALLENGE

is seeing change and novelty as exciting and as an opportunity for you to learn and grow.



CONTROL

is having a sense of self-efficacy and the belief that you can influence outcomes in your life.

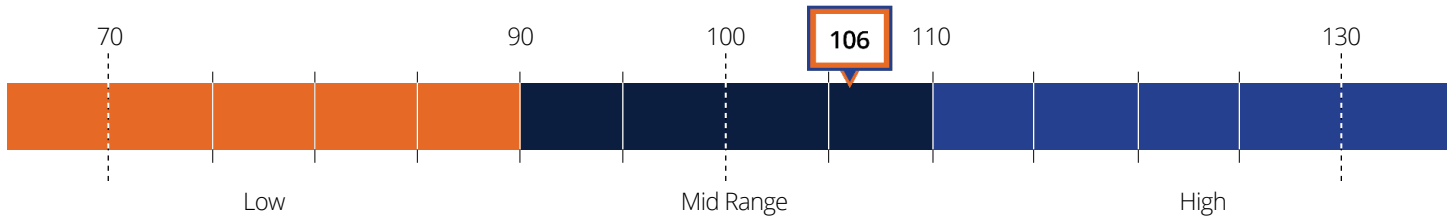


COMMITMENT

is being engaged and seeing most parts of your life as interesting and meaningful.

Each of these components of hardiness facilitates a flexible, confident, and passionate approach to life, ensuring a strong degree of resiliency when responding to a range of stressful conditions.

TOTAL HARDINESS

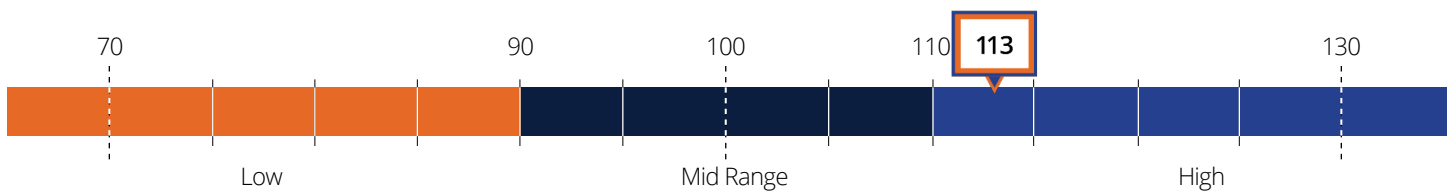


What your score means

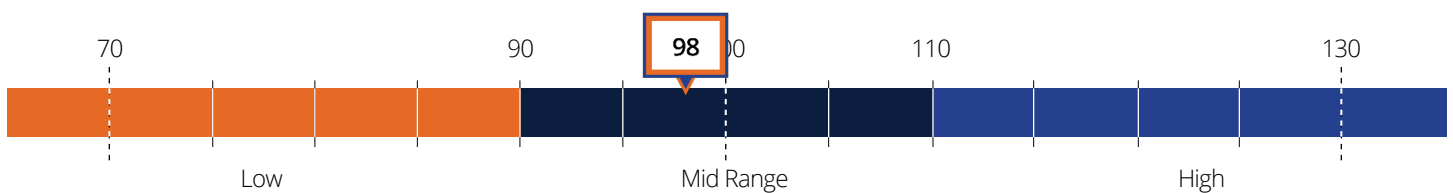
- Your result indicates that your total level of hardiness falls in the **Mid Range**.
- You are usually prepared to tackle stressful situations that come your way. You may experience the negative effects of stress from time to time, but you are typically capable of responding to most stressful situations in a healthy manner.
- You likely have the coping skills necessary to help you deal with stressful circumstances. For example, rather than trying to ignore or avoid the stressful situation, you likely try to figure out how to fix it.

HARDINESS SUBSCALES

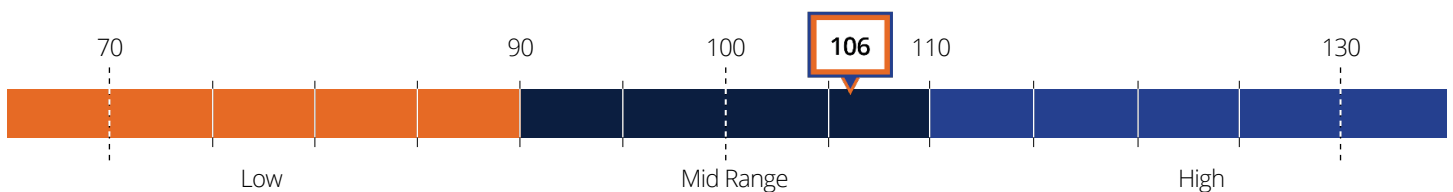
CHALLENGE



CONTROL



COMMITMENT

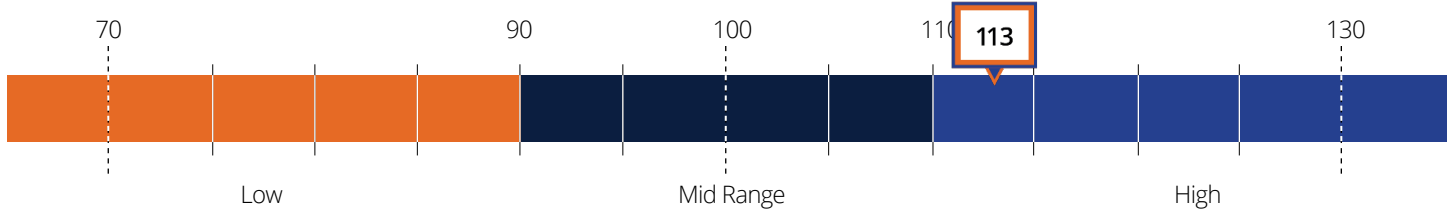


On the pages that follow, you will find more information on your Challenge, Control, and Commitment scores. As you move through the report, think about how you might see these hardiness qualities emerge in your day-to-day life. If you choose to implement the recommended developmental strategies highlighted for you, you can ensure that you are setting yourself up for success when faced with stressful and changing situations.



CHALLENGE

Seeing change as exciting and an opportunity for learning and growth.



What your score means

- Your result indicates that your Challenge score falls in the **High** range. You tend to enthusiastically embrace change in your life. You are probably open and curious, willing to try new things, and interpret new situations as exciting. Be cautious about taking unnecessary risks just for the sake of experiencing change.
- You likely have a go-with-the-flow attitude, which allows you to adjust your goals and focus when necessary.
- When you make a mistake, you likely take responsibility and contemplate how you can avoid the same mistake in the future.

STRATEGIES FOR DEVELOPING YOUR CHALLENGE

You should strive to maintain your high Challenge score by using the following strategies:

Embrace Change

Learn to embrace the change in your life by purposefully incorporating variation into your day-to-day routine. By making changes in your routine, you will become more comfortable with change in general and see the value in it.

- Volunteer to take on a project that is different from what you would normally do in your role.
- Eat at a restaurant you wouldn't normally go to.
- Integrate a new type of technology into your life.

Pivot or Persevere

An effective person knows when to continue with the strategy they are using to achieve a desired outcome, and when to alter or modify their strategy.

- Do Monday-morning check-ins where you track your progress towards a goal. If you are not making weekly progress, pivot and change your strategy.
- Be on the lookout for innovative strategies to accomplish your goals. Don't stick to a strategy just because it was what you had initially planned; sometimes changing your strategy is the most efficient option.

Reframe Failure

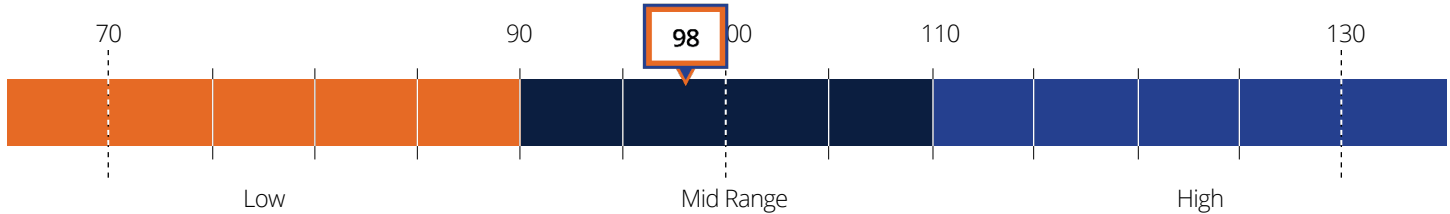
When you fail at something, accept responsibility for the failure and think about what you could have done differently.

- Keep a lessons-learned journal where you reflect on events, projects, etc., that have not gone as planned. Refer back to the journal to remind yourself of the lessons learned so that critical errors are not repeated.
- Talk about failure as a growth opportunity. This will decrease your natural defensiveness about it and allow you to leverage the lessons learned from the failure in future situations.



CONTROL

Belief that you can control or influence outcomes in your life.



What your score means

- Your result indicates that your Control score falls in the **Mid Range**. Despite the inevitable uncertainty about some aspects of your future, you usually feel like you have the skills and resources to successfully influence the aspects of your life that are within your control.
- You are likely willing to work hard to achieve the outcomes that you desire. If things don't work out, you may think it is because of circumstances that were outside of your control (e.g., luck, fate, etc.).
- When something unexpected happens, you are generally able to turn your attention to what you can do to regain control.

STRATEGIES FOR DEVELOPING YOUR CONTROL

You can work towards improving your Control score by using the following strategies:

Know Your Limits

Choose goals and tasks that are challenging but achievable for you.

- At the beginning of a new project, ask yourself: "Do I have the skills and resources to control the outcome of this situation?" If the answer is no, write down where the gaps in your skills and resources are and attempt to close these gaps.
- If you have entered a situation where you are unable to control what happens, think back to a time when you felt in control. Research suggests that this should boost your perceptions of how in control you feel and help you to establish mastery in the current situation.

Assert Your Control

Make a personal resolution to exert your control and influence in situations where you might feel out of control.

- Make action plans for yourself that take the form, "If X happens, then I will do Y". For example, if you get anxious when a deadline is approaching, make the action plan, "If I get anxious about a deadline, then I will take a deep breath, and make a list of what I need to do."
- Be aware of self-talk that involves phrases such as, "I have no choice." Replace it with "I don't like my options, but I will..." Acknowledge that you often do have a choice even if they are not the choices that you desired.

Segment Tasks

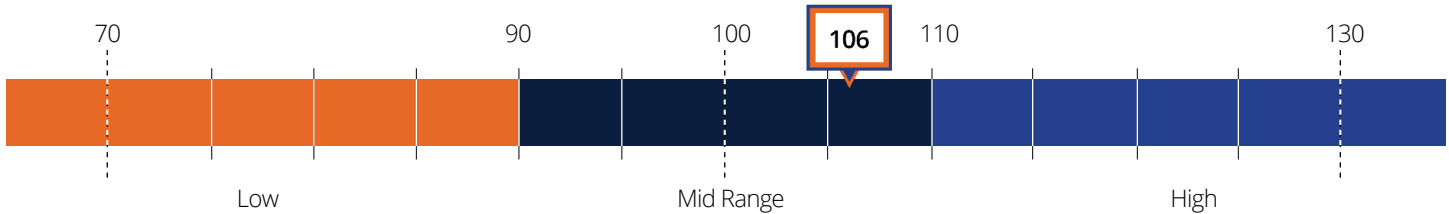
Break big tasks into manageable pieces. When a task is too large or daunting, it is hard to see the progress that you are making towards successfully completing the goal.

- Segment large tasks into smaller manageable tasks. This allows you to create lower-level goals that are small, achievable, and can be acted on immediately, increasing your feelings of control and influence over the situation.
- When unexpected challenges derail your action plan, refocus and revisit your lower-level goals to make sure they are still realistic and manageable.



COMMITMENT

Being engaged and seeing most parts of your life as interesting and meaningful.



What your score means

- Your result indicates that your Commitment score falls in the **Mid Range**. You likely have a sense of purpose in your life and believe that most of the activities you do are exciting and stimulating. You tend to approach situations with some curiosity and openness, but you may get bored with repetitive day-to-day activities.
- You likely take pride in your work and you don't see much value in putting your energy into things that you see as meaningless.
- You often work towards reaching your full potential and are usually willing to work hard to increase your skills and competence in most areas of your life.

STRATEGIES FOR DEVELOPING YOUR COMMITMENT

You can work towards improving your Commitment score by using the following strategies:

Pursue Your Passions

Take time to think about what is important and interesting to you.

- Write down a passion that you want to pursue. Don't make it too general (e.g., helping other people). Make it specific and purposeful. Ask yourself questions such as: "What did I really enjoy doing when I was younger that I no longer do?" or "What activities make me feel energized and excited?"
- Find a way to remind yourself daily of your commitment to pursuing a passion (e.g., tape a note to something you look at every day).

Be Mindful

Mindfulness is about being present and living in the moment.

- You can practice mindfulness at any moment—just pay attention to your immediate experience. Ask yourself questions such as: "What do I see, hear, and smell?" "What would I see if I looked at myself as an onlooker?"
- Practice mindfulness in a way that works for you. This could mean practicing mindfulness quietly with your eyes closed. Or, perhaps you are someone who prefers to practice mindfulness while going for a walk. Whatever your style, make your mindfulness practice part of your daily routine.

Practice Gratitude

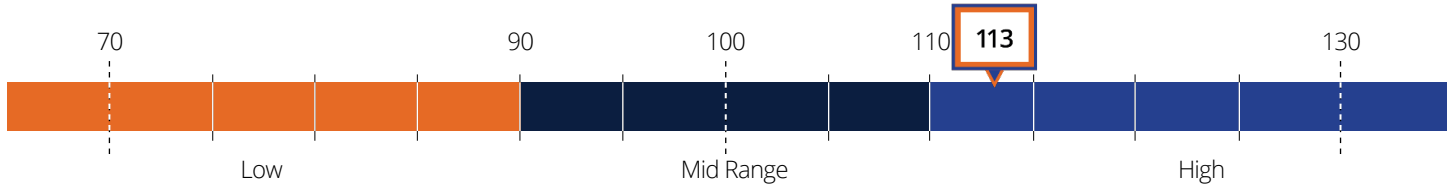
There are many activities we do every day that become so habitual, we often forget to appreciate them (e.g., drinking a cup of coffee in the morning). Research suggests that taking time to reflect on what you are grateful for has lasting positive effects.

- At the end of each day, think about 2-3 things from your day that you are grateful for. You can also make this more social and do it with your family, friends, coworkers, etc.
- Find a gratitude trigger in your workplace or home. Put it somewhere that you look every day. Whenever you look at your gratitude trigger, think of something that you are grateful for at that moment.

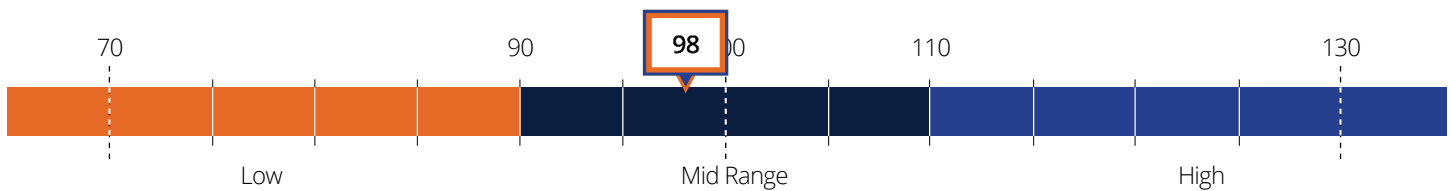
BALANCING YOUR HARDINESS

This page of your report shows you the balance between the different facets of your hardiness profile. Hardiness works best as a resiliency factor when all three facets, Challenge, Control, and Commitment, are aligned with each other. If your results identify imbalances across the three areas, it is important to explore the potential impact that these could have on your behaviors and how you interpret experiences.

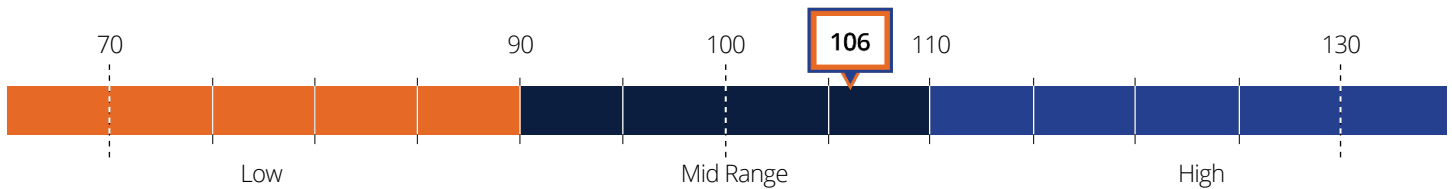
CHALLENGE



CONTROL



COMMITMENT



CHALLENGE vs. CONTROL

Your Challenge score is substantially higher than your Control score. Your motivation to try new things may outweigh your desire to put effort into controlling the outcomes of situations. You may be more likely to participate in risky situations where the outcomes are unknown because of the novelty and excitement of the situation. Try the **Know Your Limits** strategy presented to you in the "Strategies for Developing Your Control" section to bring your Control score in line with your Challenge score.

CONTROL vs. COMMITMENT

Your Control score is balanced with your Commitment score. This may mean that the degree to which you see a situation as meaningful is aligned with how much control you have in that situation. You may become disengaged with the people and events around you if you feel like you do not have the opportunity to exert your influence. Put time into developing both your Control and Commitment scores to ensure you maintain a balance in these characteristics.

CHALLENGE vs. COMMITMENT

Your Challenge score is balanced with your Commitment score. This may mean that your desire to try new things is often motivated by how much purpose you see in performing those activities. You likely learn the most from changes in your life that you label as meaningful. Put time into developing both your Challenge and Commitment scores to ensure you maintain a balance in these characteristics.

HARDINESS AND LEADERSHIP

Hardy leaders are effective leaders. Leaders who are higher in hardiness are more likely to take on a leadership style in which they motivate, support, and set clear expectations for their team members. Hardy leaders are able to perform effectively in stressful situations and are more likely to facilitate a sense of cohesion within their teams. Leaders are in the unique position of being able to influence the thoughts, feelings, and behaviors of people within their teams. Listed below are strategies you can use to promote hardiness in the people around you.

LISTEN

to feedback from your team members and celebrate the successes of your team with rewards, benefits, and recognition. Provide challenging group tasks for your team, but make sure that you also provide the resources needed to complete the tasks.

ENCOURAGE

open communication (e.g., share your successes and your hardships) and make yourself visible to your team members. Build cohesion within your team by providing opportunities for you and your team members to socialize at work (e.g., team lunches) and outside of work (e.g., professional development days).

ADDRESS

setbacks and failures as opportunities to learn and improve. Accept responsibility as a leader for setbacks within your team and set an example of how to positively reconstruct a setback as an opportunity to learn.

DEBRIEF

with your team and make sense of experiences. Have an open discussion after a project has ended about what went well with the project, what skills were learned throughout the project, and what could be improved upon for next time.

How might your hardiness impact your ability to be an effective leader?

ACTION PLAN

The steps you take towards developing your hardiness will help determine your resiliency when faced with changing and stressful situations. Use this step-by-step action plan to help guide you closer to your goals. Remember to use the SMART goal setting criteria for each goal.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

Write up to three skills or behaviors you would like to engage in to further develop your hardiness level (e.g., reframe failure to develop your Challenge). The SMART goals that you outline in the template should help to strengthen these skills and behaviors.

1. _____

2. _____

3. _____

Write up to three overall qualities that you would like to have (e.g., being a hardy leader, setting a good example for others, effective stress management). In some way the goals you outline in this action plan should help you achieve the overall qualities you identified.

1. _____

2. _____

3. _____

SMART Goal	Time Frame	Benefits	Measure of Success	Support & Resources Needed	Potential Barriers
e.g., Incorporate more change in my life	e.g., Try at least one new thing a week	e.g., Will become more comfortable with change	e.g., Less anxiety when faced with change and more easily able to try new things	e.g., Family, friends, and coworkers who are willing to try new things with me	e.g., Not taking the time to try new things