



The Resilience Questionnaire™

ASSESSOR REPORT

Ann Example

29 October 2019

Norm 1 - UK Working Adults

Private and Confidential



Where people meet potential

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Introduction:

Why does resilience matter?

Most, if not all jobs entail a degree of pressure. However, people differ from one another in terms of how they will respond to this. Resilience has been identified as key factor in determining how people adapt and, while the sources of such challenges may differ across contexts, how someone interprets and responds to these is vital to ensure that individual and organisational performance is maintained.

Stressors can take on many forms for an employee. For example, some people may experience pressure when their workload increases, an unsettling change takes place, difficulties arise in life outside of work, or where they experience a setback in a task that they are completing. Resilience can help people to adapt and deal with these situations in a positive way.

For an employer, a resilient employee is one who can face difficult challenges and maintain high levels of performance. Whether the context involves a large number of small stressors or a single, notable stressor, selecting employees on the basis of their level of resilience, in conjunction with other criteria, can assist in identifying individuals who are likely to perform well even when faced with difficulties and challenges.

**“Our greatest glory is not in never falling,
but in rising every time we fall.”**

Oliver Goldsmith

This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **PSI Resilience Questionnaire™**. The information in this report should only be disclosed to third parties with the prior agreement of the participant. A full understanding of this analysis should also take into account other relevant information such as personality, actual experience, skills, knowledge, current circumstances and culture.

About this report

The purpose of this report is to provide details of the individual's profile on the **PSI Resilience Questionnaire™**, and to provide guidance for a selection interview to verify this profile. The information gathered from this interview can be used to support selection decisions when The Resilience Questionnaire™ is used in conjunction with other selection tools. It is important to remember that this report is based on a Participant's self-reported responses to the questionnaire. As such, it may not exactly reflect how others view the Participant.

The Participant's responses to the questionnaire have been compared to those of a large group of other people who have already completed it. This allows you to consider the responses of the Participant in context and to understand how his or her levels of resilience compare to others.

This report consists of four parts:

Part 1 – The eight components of resilience

This section details the components measured by the questionnaire.

Part 2 – Response style indicators

This section describes two scales that provide information about how the Participant responded to the questionnaire.

Part 3 – The resilience profile

This section provides you with details about the Participant's profile in relation to all eight components of resilience.

Part 4 – Interpretation and interview guide

This section provides a description of the Participant's scores and a set of interview questions to explore his or her profile on the Resilience Questionnaire™.

The eight components of resilience

Resilience is not a single construct. It comprises of a variety of different components which everyone possesses to a greater or lesser degree. Therefore when we talk about someone being 'resilient', we are actually referring to someone who has a relatively high level of each of these components. A resilient individual may also be very high on certain components, and lower on others.

There are eight core components to resilience:



Self Belief

The extent to which an individual has confidence in their ability to address problems and obstacles that they encounter.



Optimism

The extent to which an individual believes that they will experience good outcomes in life, and the way in which they explain setbacks that they experience.



Purposeful Direction

The extent to which an individual has clear goals that they are committed to achieving.



Adaptability

The extent to which an individual is willing to adapt their behaviour and approach in response to changing circumstances.



Ingenuity

The extent to which an individual perceives they are capable of finding solutions to problems that they encounter.



Challenge Orientation

The extent to which an individual enjoys experiences which challenge them, and perceives stretching situations as opportunities to learn and develop.



Emotion Regulation

The extent to which an individual is able to remain calm and in control of their emotions in stressful situations.



Support Seeking

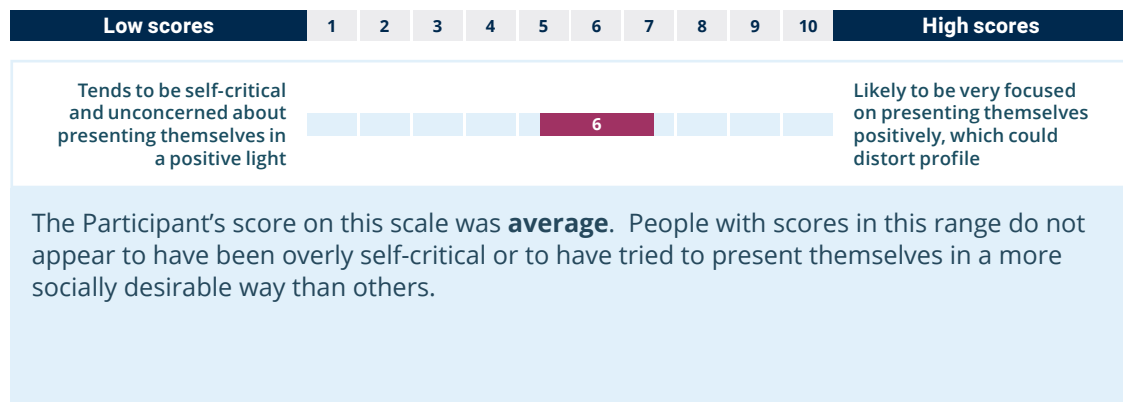
The extent to which an individual is willing to ask others for help and support when dealing with difficult situations.

Response style indicators

There are two response style indicators that provide information about how the Participant responded to the questionnaire. These are detailed below:

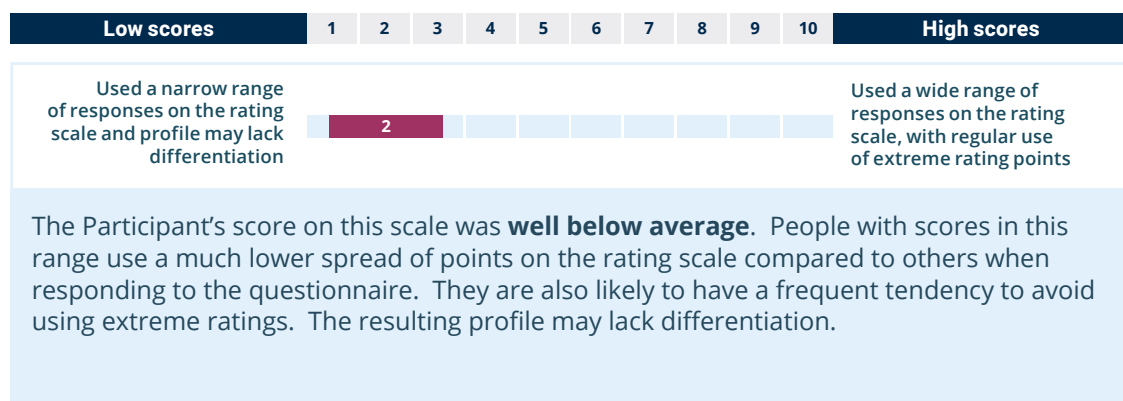
Social desirability

The tendency for a Participant to put forward a positive impression of themselves whilst responding to the questionnaire. If scores on this scale are high, then caution may need to be exercised when interpreting the other scales in the questionnaire.



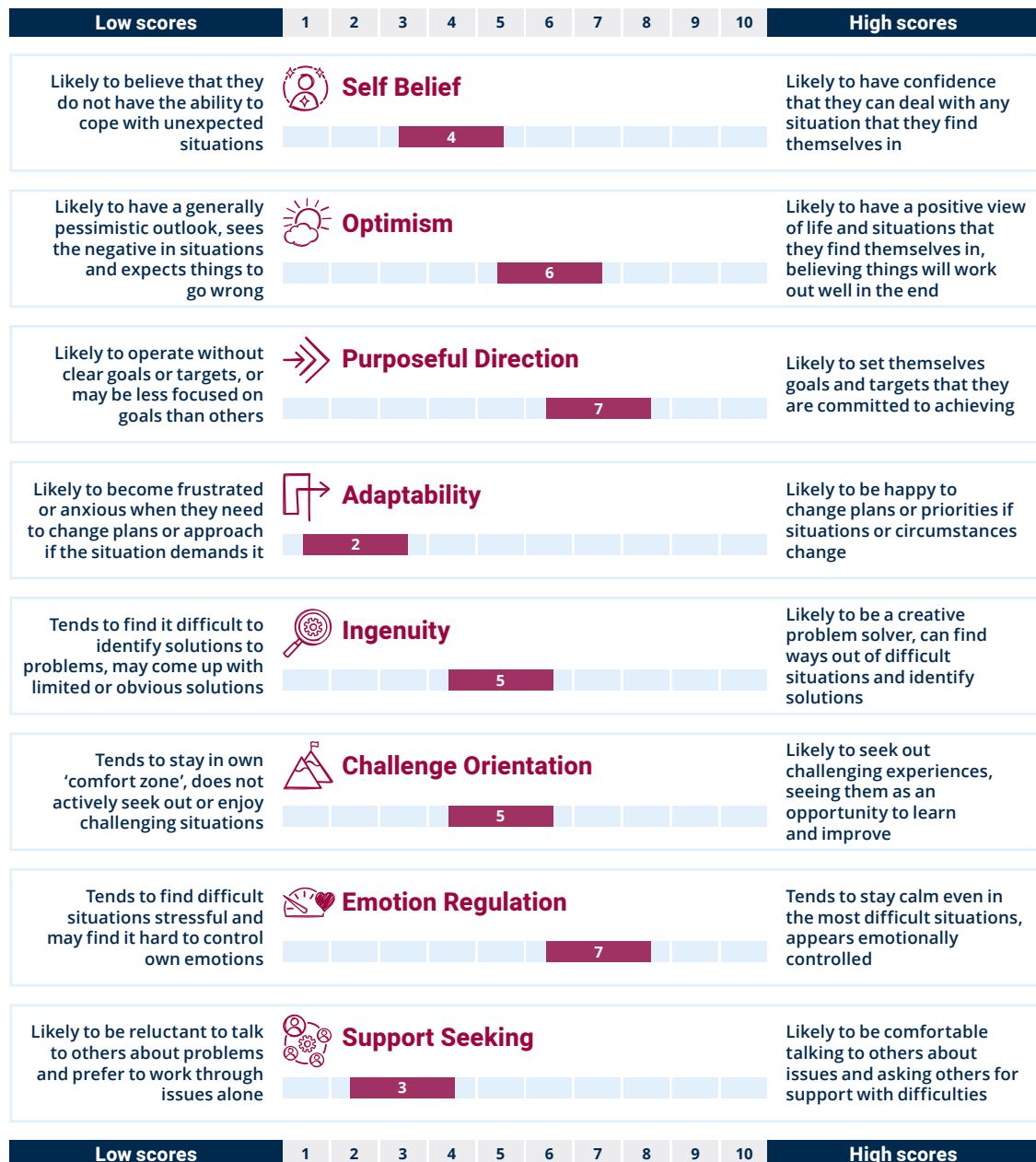
Rating range

The tendency for a Participant to use the full range of the rating scale when responding to the questionnaire. At the extreme high end, the full extent of the rating scale has been used, including frequent use of either end of the rating scale. At the extreme low end, a very narrow range of rating points has been used and the extremes have been avoided.



Resilience profile

This section provides an overview of the Participant's resilience profile in relation to a comparison group based on the responses provided in the questionnaire. Results are shown on a 1 to 10 scale. Scores between 4 and 7 are in the average range in relation to the comparison group. Scores of greater than 7 are above average, and scores of less than 4 are below average.



Interpretation and interview guide

This section provides questions that can be asked during an interview, based on the responses given by the individual to the **PSI Resilience Questionnaire™**. The purpose of the interview is to verify the Participant's profile on the questionnaire. Therefore, the questions in this section have been generated depending on the scores obtained by the individual on each of the eight scales in the questionnaire, relative to the comparison group. Different follow-up interview questions will be shown according to whether the Participant's score was low, medium or high on a given scale relative to other respondents.

The questions are intended to provide a starting point for the interview and are not intended to be exhaustive. Assessors should ask additional questions based on the Participant's responses and specific areas relevant to the job role for which the Participant is being considered.

The Assessor should decide which scales are priorities to explore in the interview. Typically the Assessor should spend most time exploring low scores, as these are likely to represent the greatest concern in terms of an individual's resilience. However, the scales that Assessors focus on should be determined by the requirements of the job role, and this may mean that specific scales require particular exploration if moderate or high scores are achieved.

The scores for each of the resilience components, called Sten scores, range from 1 through to 10. A guide to how these scores can be interpreted is provided below.

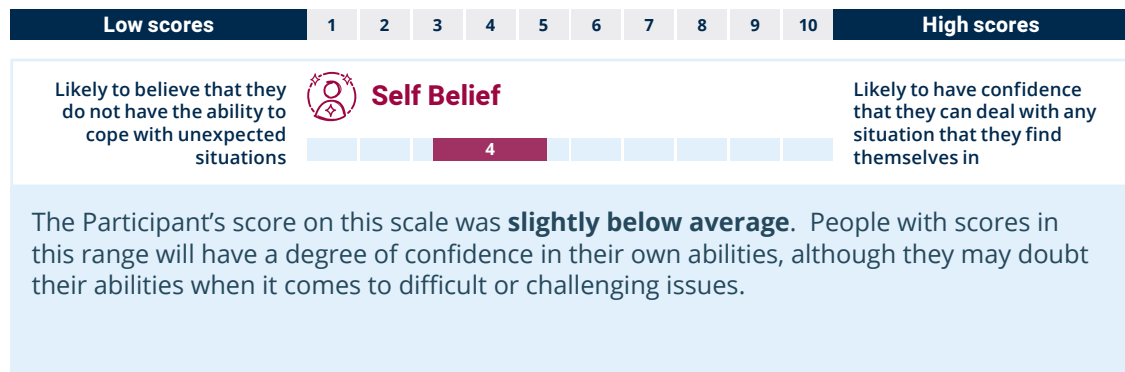
Scoring key:

1 or 2	3	4	5 or 6	7	8	9 or 10
Well below average	Below average	Slightly below average	In the average range	Slightly above average	Above average	Well above average

For each of the resilience components, the Sten score is presented along with an interpretation of what that score means and three interview question prompts. A space to record any notes on the Participant's responses in the interview is also provided, along with a table showing positive and negative behavioural indicators for the resilience component.

A rating scale is provided to rate the Participant's capability in relation to that resilience component if you wish to use. This rating should be based on the Participant's score along with the behavioural evidence you collect in the interview. At the end of the questionnaire, you also have the opportunity to provide an overall rating based on your overall perceptions from the Participant's scores and the behavioural evidence collected during the interview. These ratings should be based on the Participant's profile in combination with the requirements of the job role.

Self Belief



Interview questions

- How well do you feel you generally cope with very challenging situations? How often do you face these sorts of situations?
- Are there certain types of challenging situations that you feel more comfortable dealing with? Why is this? Describe a recent example.
- What types of challenging situations do you feel less comfortable with? What is it about these situations which make you less comfortable? How well do you think you have dealt with these situations in the past?

Interview notes

Assessor evaluation: Self Belief



Positive behavioural indicators

Demonstrates confidence in own ability to carry out a task or job

Is confident that they can cope with major problems and crises

Believes they can achieve whatever they set their mind to

Not easily deterred by difficulties or setbacks

Is self-assured in uncertain situations



Negative behavioural indicators

Can doubt their capability to perform at work

Uncertain whether they are not capable of dealing with major problems and crises

Has limiting beliefs about what they can achieve

Can be disheartened when things don't do to plan

Is indecisive when faced with uncertain situations

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

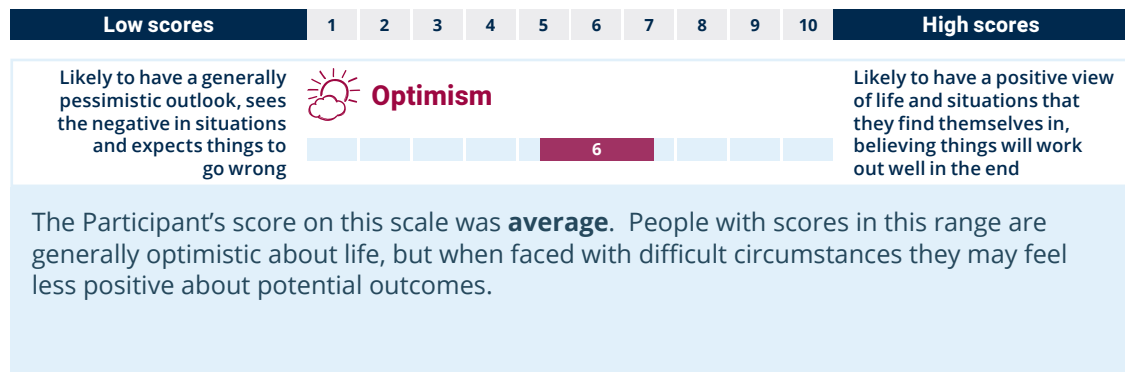
Strength



5

Significant strength

Optimism



Interview questions

- Generally, do you see yourself as more optimistic or less optimistic than other people? What do other (more or less optimistic people) do that you don't do?
- What types of situations tend to make you feel more optimistic? Do you feel this optimism has any positive impact on your work? Why is this? Describe a recent example.
- In what kinds of situations do you tend to feel less optimistic? Why do you think this is? How do you cope with these situations?

Interview notes

Assessor evaluation: Optimism

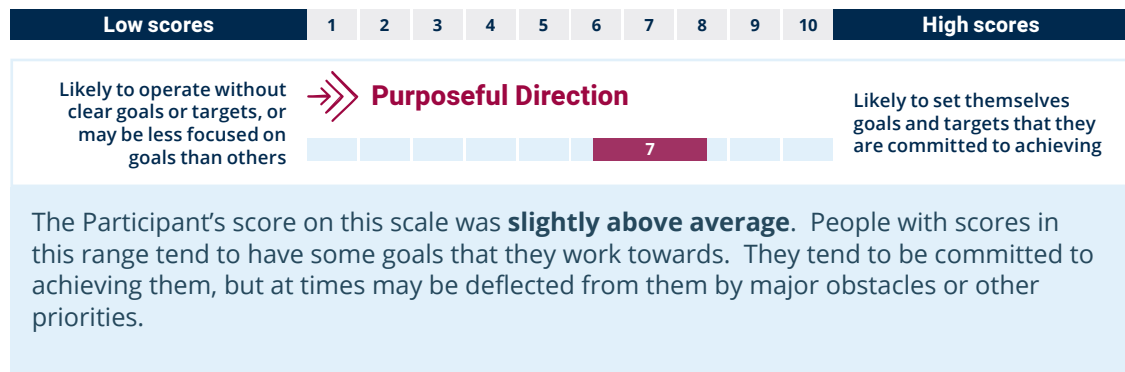


Positive behavioural indicators	Negative behavioural indicators
Stays positive in the face of setbacks and failure	Tends to dwell on the things that go wrong
Believes things will always work out in the end	Expects things to go wrong, assuming worst case scenario will occur
Concentrates on the positive side to situations	Focuses on the negative aspects of a situation
Encourages others to think positively	Makes other people feel negative about what might happen
Compartmentalises difficulties and does not let them affect other aspects of their work	Allows difficulties in one area to affect other aspects of their work

Assessor rating (based on scale score and interview evidence)

				
1	2	3	4	5
Significant concerns	Some concerns	Acceptable, no particular concerns	Strength	Significant strength

Purposeful Direction



Interview questions

- How often do you set specific goals for yourself at work? Describe some examples. To what extent do you stay focused on achieving these goals once you have set them?
- What goals are particularly important to you? Why is this? What goals or targets are you less concerned about?
- What long term goals do you currently have? To what extent do these goals help you to put problems into perspective?

Interview notes

Assessor evaluation: Purposeful Direction



Positive behavioural indicators

Shows determination to achieve goals in demanding situations

Sets clear short and long term goals for themselves on a frequent basis

Consistently strives to meet targets and objectives

Keeps focused on the end goal at all times, regardless of setbacks

Has a strong sense of what they want to achieve from their job and career



Negative behavioural indicators

Blames external factors on not being able to achieve goals

Rarely sets long or short term goals and appears to lack general direction in terms of goal achievement

Does not push themselves to meet targets or deadlines

In the face of setbacks, caves into pressure and gives up on achieving the end goal

Does not seem to have clear career goals that they are working towards

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

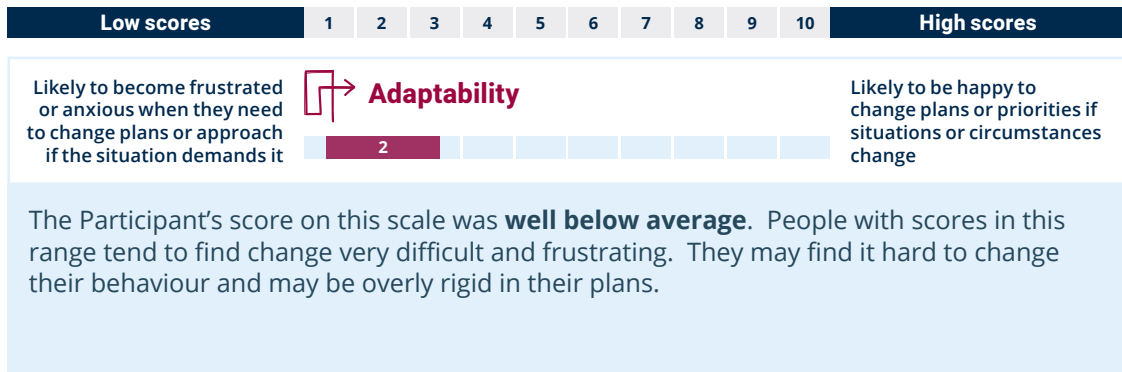
Strength



5

Significant strength

Adaptability



Interview questions

- How difficult do you find it to adapt when situations change rapidly? Is there anything about changing your behaviour or approach that you find particularly challenging? Why do you think this is?
- Do you get frustrated when plans change? How does this affect other people you work with? Describe a recent example.
- Have there ever been times when you have stuck to the same approach when dealing with a task when it would have been better to change what you were doing? Why did you choose to keep doing what you were doing? What was the impact?

Interview notes

Assessor evaluation: **Adaptability**



Positive behavioural indicators

Sees change as positive rather than negative or threatening

Easily adapts to new situations and changes at work

Adjusts thinking and approach based on new information or events

Can modify their own behaviour if the existing approach is not working

Is happy to change plans and priorities if necessary



Negative behavioural indicators

Gets frustrated or anxious when faced with change

Finds it hard to deviate from the rigid structure they follow when doing things

Struggles to take new relevant information on board quickly and change tactics in response

Sticks rigidly to the same approach even when it appears ineffective

Finds it difficult to accept when plans have to change and can become frustrated

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

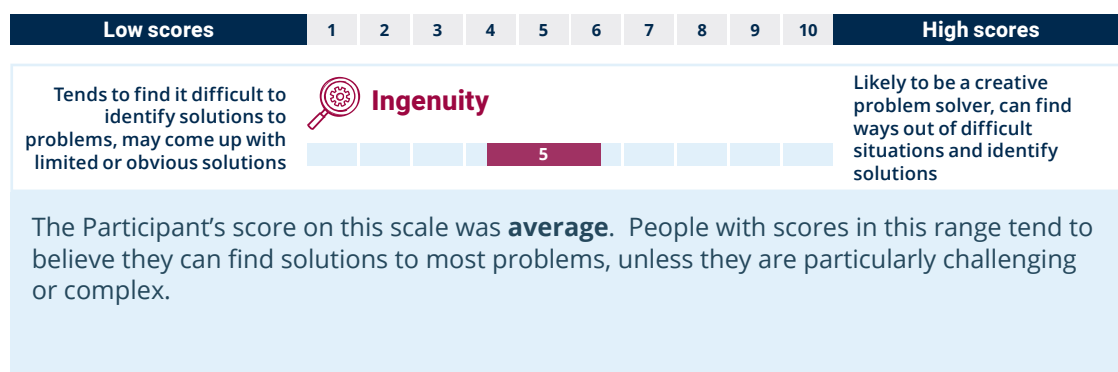
Strength



5

Significant strength

Ingenuity



Interview questions

- How well do you feel you can come up with clever solutions to problems? How often do have to generate solutions to overcome problems in your workplace?
- In what situations do you find it easier to come up with a range of solutions, and in what situations do you find this harder to do? Give me some specific examples.
- Do you tend to solve problems better in group situations or as an individual? Why do you think this is?

Interview notes

Assessor evaluation: Ingenuity



Positive behavioural indicators

Thinks beyond the more obvious solutions when trying to solve problems

See opportunities and options in problem solving that others may not see

Generates imaginative ideas to overcome obstacles

Shows confidence in their ability to find a way around problems

Thinks of multiple ways around a problem



Negative behavioural indicators

Tends to come up with obvious solutions only

Rarely sees opportunities within their working environment

Ideas are conventional and lack imagination

Doubts whether they can find a way around problems without help from others

Comes up with a limited number of solutions to solve a problem

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

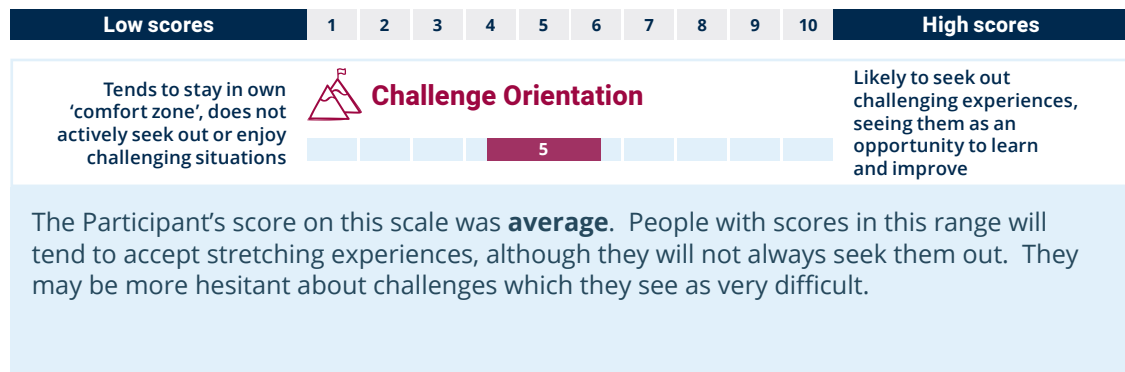
Strength



5

Significant strength

Challenge Orientation



Interview questions

- How often do you actively seek out difficult challenges which are outside of your 'comfort zone'? Can you describe some examples where you have done this?
- In what situations are you more likely to take on a challenging experience? Why do you think this is and what do you feel you gain from doing this?
- In what sorts of situations do you tend to avoid taking on a challenge? Describe a recent example. What do you feel you potentially missed out on as a result?

Interview notes

Assessor evaluation: Challenge Orientation



Positive behavioural indicators

Does not shy away from difficult tasks, instead viewing them as challenges to be overcome

Actively seeks out tasks they regard as challenging

View challenges as opportunities to learn and develop

Enjoys dealing with new problems they have never come across before

Sees difficult situations as an opportunity to test themselves



Negative behavioural indicators

May go out of their way to avoid situations that are unfamiliar or uncomfortable to them

Tends to volunteer only for situations and tasks that can be easily resolved

Does not recognise that challenges provide a good opportunity to learn and develop

Prefer to remain in their comfort zone and deal with problems they are familiar with

Overly concerned about the possibility of failure

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

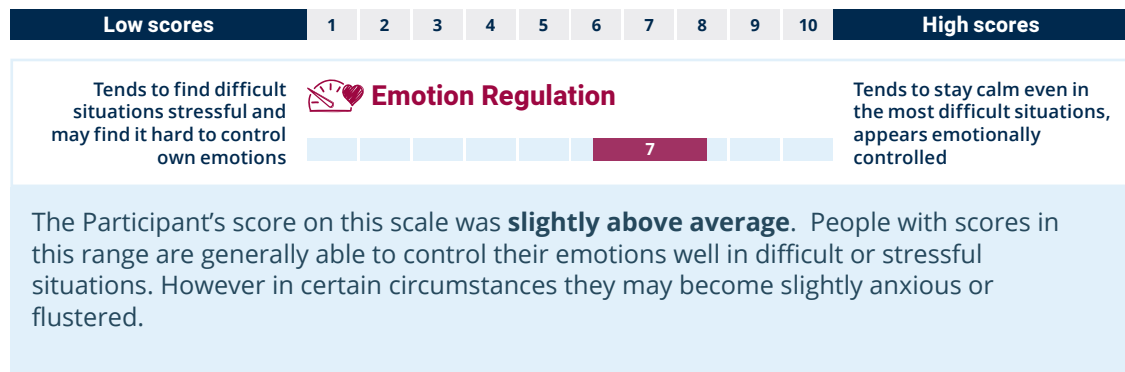
Strength



5

Significant strength

Emotion Regulation



Interview questions

- Generally, how well do you feel you keep control of your emotions when faced with stressful and demanding situations? How often do you have to deal with these kinds of situations?
- Under what circumstances do you find it most difficult to stay calm at work? Why do you think this is?
- In what situations do you find it easier to keep calm, even when things are stressful? What strategies do you use in order to do this?

Interview notes

Assessor evaluation: Emotion Regulation



Positive behavioural indicators

Maintains focus on the main objectives even when under with significant pressure

Maintains composure when faced with difficult or unexpected problems

Exhibits a calm and controlled manner in the face of difficult or stressful situations

Keeps events in perspective and does not overreact in high pressure situations

Thinks clearly and makes rational and effective decisions under pressure



Negative behavioural indicators

Can get lost in minor details or issues and lose sight of the main objectives of the task

Can get flustered when things are going wrong

Can become anxious and annoyed when things are not going right

Gets caught up in their emotions and overreacts in high pressure situations

Tends to make irrational or poor decisions under pressure

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

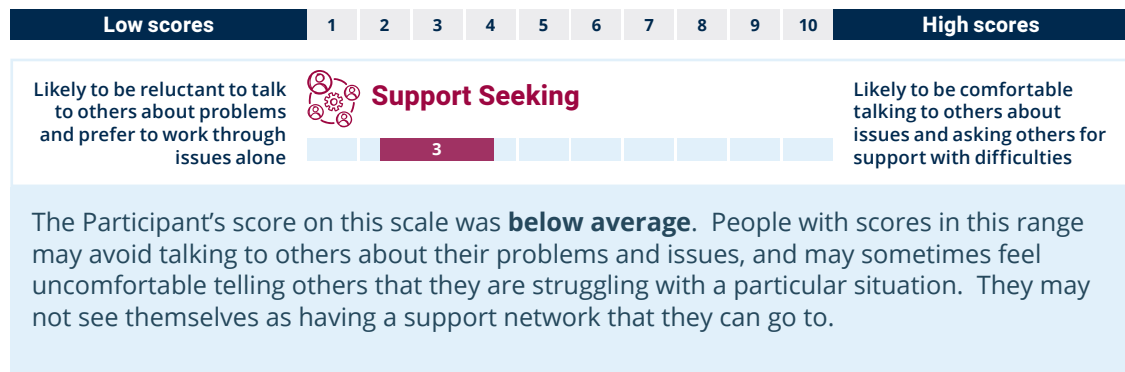
Strength



5

Significant strength

Support Seeking



Interview questions

- Do you find it difficult to ask others for their help or support? Why do you think this is? What impact does this have on your work?
- Think of a time when it would have been more efficient to ask others for help, but you chose not to do so? Why did you choose not to get help? How could receiving help have been beneficial in this situation?
- Describe an example where you did ask for support from others to deal with a challenge. What was the situation? Why in this case did you choose to get help?

Interview notes

Assessor evaluation: Support Seeking



Positive behavioural indicators

Prefers to ask for help and does not feel like they need to tackle problems alone

Regularly shares their concerns and feelings with people at work who they know well

Has a good support network who they can draw on for support with different issues

Recognises the appropriate time to ask others for help

Is open to others' offering help and support



Negative behavioural indicators

Tries to overcome obstacles alone, when it would be better to seek guidance from others

Avoids sharing concerns and feelings with others as they don't want to be a burden

Has a limited support network which they can draw on when facing difficulties

Persists with trying to solve problems on their own

Refuses offers from others to help

Assessor rating (based on scale score and interview evidence)



1

Significant concerns



2

Some concerns



3

Acceptable, no particular concerns



4

Strength



5

Significant strength

Overall resilience rating

Assessor rating (based on overall Resilience profile and interview evidence)



1

Significant
concerns



2

Some
concerns



3

Acceptable,
no particular
concerns



4

Strength



5

Significant
strength

Interview summary notes



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