



Resilience report

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General Working Population

eip3

Emotional Intelligence Profile



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About this report

Your **Resilience report** presents a score and interpretation on sixteen aspects of Emotional Intelligence that will support your development of personal resilience. Emotional Intelligence (EI) is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Individuals with higher EI will be better able to manage adversity, cope effectively with life's challenges, and bounce back from setbacks.

Your Resilience report contains the following information:

- An explanation of the four stages of resilience
- Your score on sixteen aspects of EI that support resilience
- Interpretation of your resilience scores
- Development suggestions for building your resilience

“Fall down seven times. Stand up eight.”

Japanese proverb

This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **Emotional Intelligence Profile**. 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.

The Thrive Cycle of Resilience

All too often individuals who perform effectively under normal circumstances will dramatically derail and underperform when outside of their comfort zones or under stress. What differentiates those who adapt, recover and learn from adversity from those that don't is the concept of **resilience**.

Resilience may be defined as **'the ability to recover from negative life experiences and become stronger while overcoming them'**¹. This definition is reflected in The Thrive Cycle of Resilience² which has four stages: **Survive, Adapt, Recover, and Thrive**. An individual may be stronger or weaker in any of the four stages in the resilience cycle.



1 Survive

How we initially respond to adversity

People differ in their resistance to stress. Our capacity to remain calm, think clearly, and act appropriately under adversity is largely determined by our self-esteem and capacity to manage emotions. At some point all individuals will respond negatively to stress, such as emotional outbursts, self-criticism, ill-health, or giving up. The good news is that this stage is usually temporary until we learn to adapt to the situation.

2 Adapt

How we adjust to change and adversity

Adapting to adversity is about halting any personal decline, adjusting to change, and preventing things from getting worse. This requires paying attention to our feelings, reactions and behaviour, moving outside of our comfort zones, adapting to the situation, and drawing upon the support of others. Adaptation is a necessary step before recovering to previous levels of performance.

4 Thrive

How we grow and become more resilient following adversity

The Thrive stage is about learning and growing stronger and wiser. This requires the ability to reflect and learn from past experiences, build trusting and supportive relationships, and to behave consistently with our values and principles in life. This will equip us with the resilience to cope even better next time adversity strikes.

3 Recover

How we bounce back from adversity

The third stage is the ability to bounce back and return to how things were before the setback. This requires taking responsibility for oneself and not being a victim, actively finding solutions to problems, setting clear objectives, and having the self-belief, drive and determination to make this happen. Continuing recovery will progress into the Thrive phase of resilience.

Your resilience profile

The sixteen scales of EI map onto the four stages of resilience as shown below. Developing these scales will help you improve how you respond at each stage of the resilience cycle. The tables below show your scores on the EI scales compared to the comparison group shown on the front cover of this report.



Survive

	LOW	AVERAGE	HIGH
Self Regard The degree to which you accept and value yourself.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>
Regard for Others The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>
Emotional Expression and Control The degree to which you are emotionally controlled.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>
Conflict Handling How well you handle conflict.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>

What is one situation, person, or task that causes you to feel stressed?



Adapt

	LOW	AVERAGE	HIGH
Self Awareness The degree to which you are in touch with your physiology, feelings, and intuitions.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 4	<input type="checkbox"/>
Awareness of Others The degree to which you are in touch with the feelings of others.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>
Flexibility The degree to which you feel free to adapt your thinking and your behaviour to changing situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 4	<input type="checkbox"/>
Interdependence How well you manage to balance taking yourself and taking others into account.	<input type="checkbox"/>	<input checked="" type="checkbox"/> 3	<input type="checkbox"/>

How well do you cope with challenging situations and change?

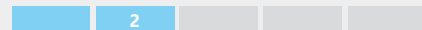


Recover

LOW AVERAGE HIGH

Emotional Resilience

The degree to which you are able to pick yourself up and bounce back when things go badly for you.



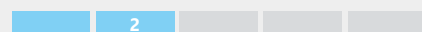
Personal Power

The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.



Goal Directedness

The degree to which you relate your behaviour to long-term goals.



Balanced Outlook

How well you manage to balance optimism with realism.



What is one thing you do that helps you recover from setbacks?

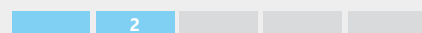


Thrive

LOW AVERAGE HIGH

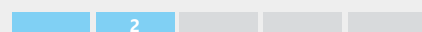
Connecting with Others

The extent and ease with which you are able to make significant connections with other people.



Authenticity

The degree to which you invite the trust of others by being principled, reliable, consistent, and known.



Trust

Your tendency to trust others.



Reflective Learning

The degree to which you enhance your EI by reflecting on what you and others feel, think, and do.



What is one thing you have learnt from overcoming setbacks in your life?

Interpretation

The Survive stage is about how well you initially respond to adversity. High scores indicate you have the capacity to cope well and respond appropriately to stress and adversity. Low scores indicate you may have a tendency to over-react and respond more negatively to adversity.



Self Regard

Your average score indicates that you have reasonable self-belief and are fairly happy with yourself and who you have become. This will enable you to respond positively when most setbacks occur, view mistakes as opportunities for learning, and keep life's difficulties in perspective. However, under greater adversity or prolonged periods of stress you may become more self-critical, anxious, and exaggerated in your behaviour.

Regard for Others

Your average score suggests you hold a reasonably positive attitude towards people, helping you to build constructive relationships and call upon others in times of need. However, under more stressful circumstances you may become critical of others, occasionally be insensitive and intolerant, and less willing to adapt and respond to people's needs.

Emotional Expression and Control

Your score suggests you feel free to express your emotions, but you are also in charge of when and how you do this. However, under stress you may respond by over-reacting, and be seen by others as emotionally volatile. Without moderation, your reactive response could potentially exaggerate and escalate difficulties, impair effective problem solving, and harm relationships.

Conflict Handling

Your score suggests you may find it difficult to assert your views strongly and deal with confrontation. You may respond to adversity by backing down when under pressure from others and be tempted to ignore or avoid addressing problems directly with people. This may mean you agree to things you do not want, take on extra work rather than risk conflict, and leave interpersonal issues unresolved, causing problems on a later date.

Which one aspect of Survive would help you the most to cope better with stress?

- | | |
|--|---|
| <input type="checkbox"/> Self Regard | <input type="checkbox"/> Emotional Expression and Control |
| <input type="checkbox"/> Regard for Others | <input type="checkbox"/> Conflict Handling |

Development suggestions

The development suggestions below are related to your scores on the opposite page.

Tick any that you do well already. Cross any that you would like to improve.

Self Regard

Think positively: Counter every negative thought with two positive thoughts. Repeat a positive affirmation such as, "I am a strong and capable person". Remind yourself of previous times when you have coped well with personal challenges.

Notice what makes you happy: Everyday do one thing that makes you feel happy; listen to your favourite song, laugh with a friend, or do someone a favour. At the end of each day remind yourself of how this made you feel, particularly if you are going through a difficult time.

Regard for Others

Censor your critical thoughts: If you feel the tendency under pressure to be critical of someone, check that your views are really true, and they are not present because of your general mood or something else that has happened. Give yourself a moment to think it through to avoid over-reacting.

Show your appreciation: Notice and recognise when others do something well. Do the small things that can make a big difference, such as remembering a person's name, a friendly smile, saying "Good morning", or making conversation.

Emotional Expression and Control

Practise relaxation: Consider incorporating more physical activity into your weekly routine to provide additional release from stressful situations. Also practise relaxation techniques such as slow breathing, stretching, and quiet reflection.

Count to six: If you feel compelled to express a feeling, pause for six seconds and allow time before you do or say anything. Think about your feelings, your possible reactions, and their likely consequences. If you are prone to emotional outbursts, recognise when this has been inappropriate, and make an apology.

Conflict Handling

Address issues early: Although people often feel uncomfortable giving and receiving feedback, addressing issues early will prevent problems and conflict from escalating. Be assertive and brave and have those potentially difficult conversations in a constructive and supportive manner.

Stand up for yourself: If you tend to back down when under pressure from others, practise being more assertive. Prepare what you are going to say first, be clear on your main points, keep it short, and stay objective.



Adapt

Interpretation

The Adapt stage is about how well you adjust to change and adversity. High scores indicate you adjust well to difficult and changing circumstances. Low scores suggest you may become more rigid and defensive under stressful and difficult circumstances.



Self Awareness

Your high score suggests you are aware of your feelings, needs, and typical reactions and understand how they may manifest under pressure. This will enable you to notice and manage your emotions or early signs of stress, such as frustration before it becomes anger, and worry before it becomes anxiety. You may also be aware of your positive emotions and how to draw upon these, enabling you to relax, recover, and motivate yourself when feeling tired or under stress.

Awareness of Others

Your average score suggests you have reasonable awareness and appreciation of individual differences and are mostly inclined to empathise and pay attention to the feelings of others. However, under pressure you may become more self-focused and less sensitive to the needs of others. This may make it more difficult for you to adapt to others, gain their cooperation, work through conflict, or support others through times of change and adversity.

Flexibility

Your higher score suggests you are willing to try new ways of doing things and adapt your behaviour to changing circumstances. This is likely to help you cope well with uncertainty, adjust to new and challenging situations, and accommodate the needs of others. In times of adversity you may be inclined to explore all options, be open to new ideas, and think of creative solutions.

Interdependence

Your score suggests you have a preference for working with other people on tasks and avoiding independent activities. This may mean that under pressure you may rely on others for their support and approval. For example, you may fear making mistakes, avoid taking risks, seek reassurance from others, ask people for help before thinking of a solution for yourself, and prefer to follow the majority view.

Which one aspect of Adapt would help you the most to cope with change and uncertainty?

- Self Awareness
- Awareness of Others
- Flexibility
- Interdependence

Development suggestions

The development suggestions below are related to your scores on the opposite page.

Tick any that you do well already. Cross any that you would like to improve.

Self Awareness

Learn to use your feelings: Being aware of your feelings is the first step in learning how to apply them. For example, start to notice early signs of stress, identify situations that give you energy, learn what helps you to feel relaxed and what makes you feel happy.

Record your positive experiences: If you are very aware of your negative feelings, remember to balance this with noticing your positive feelings too. How many different positive feelings do you notice, such as being happy, cheerful, content, confident, and proud. It may help you to write them down in a journal.

Awareness of Others

Empathise with others: When others are going through difficult times, imagine yourself being in their position. Talk to them and demonstrate that you have listened by reflecting back what you hear. This is likely to be reciprocated when you need support from others.

Notice how others respond to you: Do people see you as resilient and steady or anxious and volatile? How do others respond when you are under stress? Do people support or avoid you? What messages does your behaviour give to others?

Flexibility

Identify one new way to relax: Use your Flexibility to find creative new ways to cope with stress. For example, singing in the car during your commute, going for a walk at lunchtime, buying treats for people in the office or learning mindfulness.

Finish what you start: If you find it difficult to stay doing the same thing because it is stressful or boring, try persevering with it for a little longer than you normally would. This will help build your resilience, stamina, and endurance during times of adversity.

Interdependence

Take responsibility: Before asking others for help, advice, or direction in times of stress, pause to consider what your personal view is and what you would do if someone was asking your advice or opinion on the matter. Be prepared to act independently and stretch your comfort zones even if you feel anxious about this.

Take action: Do you tend to procrastinate, avoid making decisions, and spend time deliberating when under pressure? Work out which decisions are important to spend time on and which ones you should act upon. Set yourself a deadline for a decision to be made.



Recover

Interpretation

The Recover stage is about how well you bounce back from adversity. High scores indicate you make a relatively quick and confident recovery from setbacks. Low scores indicate that you may take longer and find it quite difficult to recover from setbacks.

Emotional Resilience

Your lower score compared to others suggests you may take time to bounce back from setbacks and disappointments and find it difficult to cope with adversity. You may worry and ruminate over problems, feel anxious when under pressure, exaggerate difficulties and assume they cannot be easily resolved. As a result, you may not cope well with pressure and stress, particularly over a sustained period. This may in the long term affect your physical health and slow down your rate of recovery.

Personal Power

Your high score suggests you are generally self-determined, take responsibility for your circumstances, and believe you can create the outcomes and future you want. In times of adversity this will give you the confidence to take decisive action to resolve problems, rather than viewing yourself as the victim of circumstances, and to influence those around you to overcome their own challenges.

Goal Directedness

Your lower score compared to others suggests you may lack a clear sense of purpose, be unsure of what goals you want to achieve, and do not put sufficient strategies in place to achieve them. You may sometimes fail to plan or think ahead, be easily distracted, and lose focus or concentration. This may make it more difficult for you to persevere through challenging times and implement a 'recovery plan' following setbacks.

Balanced Outlook

Your score suggests you are positive in your expectations and general view of situations, while at the same time balance this with a sense of reality. Expectations can be self-fulfilling; if you anticipate good results, you are more likely to experience positive outcomes. Adopting a Balanced Outlook will help you keep problems and difficulties in perspective, make rational judgments, identify opportunities, find solutions to problems, and speed up recovery.

Which one aspect of Recover would support you the most in recovering from setbacks?

- | | |
|---|--|
| <input type="checkbox"/> Emotional Resilience | <input type="checkbox"/> Goal Directedness |
| <input type="checkbox"/> Personal Power | <input type="checkbox"/> Balanced Outlook |

Development suggestions

The development suggestions below are related to your scores on the opposite page.

Tick any that you do well already. Cross any that you would like to improve.

Emotional Resilience

- Look after your physical health:** If you are feeling the effects of stress on your health, particularly if you are living an unhealthy lifestyle, look after yourself physically, for example, exercise, eat healthily, and get sufficient sleep. Also build in time for daily renewal, go for a walk, meet friends, or take time for some quiet relaxation.
- Keep problems in perspective:** Identify typical causes of stress for you, e.g. lack of control or difficult relationships. Write down your best resources for coping with stress, for example, a growth mindset, supportive line manager, or close friends. Choose one of these resources to make use of more often when faced with problems.

Personal Power

- Stretch your comfort zone:** If you find you cope well with most challenging situations, get involved in work that will stretch you even more, such as tasks you find more difficult or tend to avoid doing. This will further increase your confidence and capability.
- Apply your experience:** Recall a time when you dealt effectively with a challenging situation or overcame adversity. What did you do? How did you feel about yourself? What strengths did you draw upon? Next time you face difficulties, remind yourself of these strengths and use them again.

Goal Directedness

- Be prepared:** If you tend to react to situations as they occur without much planning or preparation, this can create stress and uncertainty. Try putting a little more time into your preparation. For example, before a difficult meeting plan what you want to say.
- Take one step at a time:** When working through problems and difficulties, the first step is often the most difficult. Rather than worrying about the whole issue, focus on taking one small and specific action that will begin the process of recovery.

Balanced Outlook

- Keep a positive outlook:** Use your optimistic outlook to actively create positive thoughts and feelings, through recalling happy memories and imagining positive outcomes. Also use affirmative language to encourage and motivate yourself. For example, 'keep going', 'good effort', and 'well done!'.
- Remain realistic:** Sometimes people are over optimistic and avoid facing painful realities. Use your grounded sense of realism to address issues directly rather than deny, ignore, or distort them. This will help resolve problems quickly before they escalate into bigger issues.



Thrive

Interpretation

The Thrive stage is about how well you develop and become more resilient following adversity. High scores indicate you tend to reflect, learn, and grow from life experiences. Low scores indicate you may not improve or develop greatly beyond your normal levels of functioning following adversity.

Connecting with Others

Your lower score compared to others suggests you may not invest sufficient time into building and maintaining relationships that can support you in times of adversity. You may be reluctant to initiate contact with people, feel uncomfortable talking openly about emotions, or lack confidence with people socially. This may make it more difficult for you to create effective networks at work, build trusting relationships, and gain people's support in times of need.

Authenticity

Your lower score compared to others indicates that you may not be clear on your core values and principles, or act in accordance with them. This may mean you are sometimes viewed as unreliable and inconsistent, so others may be reluctant to place their trust in you. It may be that you try too hard to please others rather than do what you believe to be right, which in turn could undermine your inner confidence and resilience.

Trust

Your score suggests you usually get the right balance between placing your trust in others, while at the same time ensuring your trust is well-founded. This suggests you are less likely to be let down by others or be taken advantage of. However, under adversity you may become more mistrusting, such as protecting your own ideas and questioning people's motives. If you lack confidence in others this may make relationships more challenging, and if you are unwilling to delegate this may put extra pressure on you.

Reflective Learning

Your high score indicates that you tend to reflect on your experiences frequently, apply this learning to your own self-development, and change your behaviour accordingly. This will enable you to seek constructive feedback from others, avoid repeating mistakes, and become more aware of your own strengths and development areas. Being able to reflect on times of adversity and identifying key learning points will greatly support your capacity to Thrive.

Which one aspect of Thrive would help you the most to learn and grow following setbacks?

- | | |
|---|--|
| <input type="checkbox"/> Connecting with Others | <input type="checkbox"/> Trust |
| <input type="checkbox"/> Authenticity | <input type="checkbox"/> Reflective Learning |

Development suggestions

The development suggestions below are related to your scores on the opposite page.

Tick any that you do well already. Cross any that you would like to improve.

Connecting with Others

Be more open: Notice what you don't share when talking with people. Take a risk by being more open than you usually are. For example, when appropriate, share something about yourself on a personal level, express your feelings, and share your concerns or vulnerabilities.

Support others: Make it part of your daily routine to spend time getting to know people. Listen to what worries, challenges, and problems they face. Apart from helping others, this may also help you to understand and put into perspective your own difficulties.

Authenticity

Know yourself: Write down your top three values. On a scale of 1-10 rate how much you live by these values. Identify examples of when you have done so. How do they help you cope with life's challenges?

Be reliable and keep your promises: Ensure that you only agree to deliver on things that you think are achievable, rather than risking letting people down. This will help reduce pressure on yourself and build others' confidence in you.

Trust

Extend your circle of trust: Are there some people or situations you feel threatened by or cause you to become mistrusting? Is there a common theme? Does it relate to your past experiences of trusting others? How does this impact on your relationships with these people?

Avoid over-generalising: If a person lets you down, do you doubt their ability, question their motives, or start to create negative stories about them? Be sure to communicate your expectations clearly to others, talk through your concerns, and be careful not to be too judgmental.

Reflective Learning

Identify your strengths: Use your Reflective Learning to build an accurate picture of your strengths. For example; review your Resilience report, actively seek feedback from others, and undertake a 360-degree feedback. How could you use your strengths to be even more resilient?

Reflect upon a challenging life experience: What triggered the event? What did you do, think and feel at that time? Was it a one-off or is this a common theme in your life? How would you prepare and respond differently next time?

Your next steps

Based on your report identify one EI resilience scale that is a relative strength for you:

How can you use this strength in times of adversity?

Identify one EI resilience scale that you would like to develop:

Using the suggestions in your report, select one action you will take to increase your personal resilience:

Resources

If you would like to learn more about the 16 EIP scales and how to improve your Emotional Intelligence and resilience we would recommend accessing the EI Zone app through your facilitator or coach. For more information please visit jcaglobal.com/eizone.

For further reading on EI we would recommend '**Emotional Intelligence at Work – How to make change stick**' (Maddocks, 2018) available through jcaglobal.com.

- 1 Henderson, N., and Milstein, M.M. (1996). Management of organizational behavior: Utilizing human resources (5th edition). Thousand Oaks, CA: Corwin Press.
- 2 Inspired by O'Leary, V. E., and Ickovics, J. R. (1995). Resilience and thriving in response to challenge: An opportunity for a paradigm shift in women's health. Women's Health: Research on Gender: Behavior; and Policy, 1, 121-142.



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