

# Resilience Report

## Sam Sample

10 February 2023

General Working Population

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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
- A summary of your scores based on 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

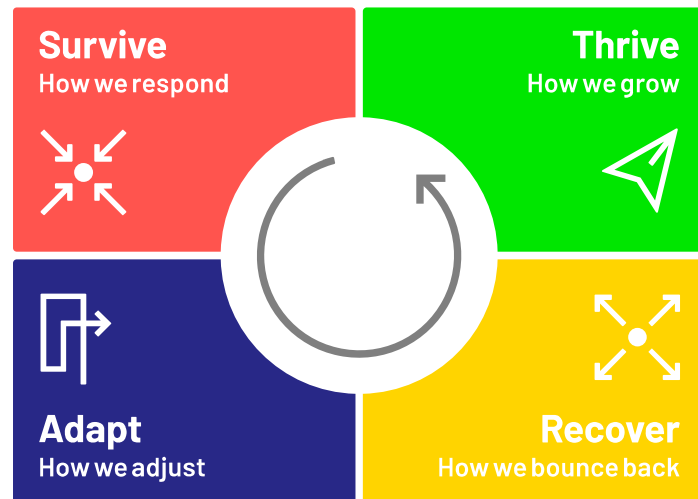
"Fall down seven times. Stand up eight."

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'**<sup>1</sup>. This definition is reflected in The Thrive Cycle of Resilience<sup>2</sup> 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.

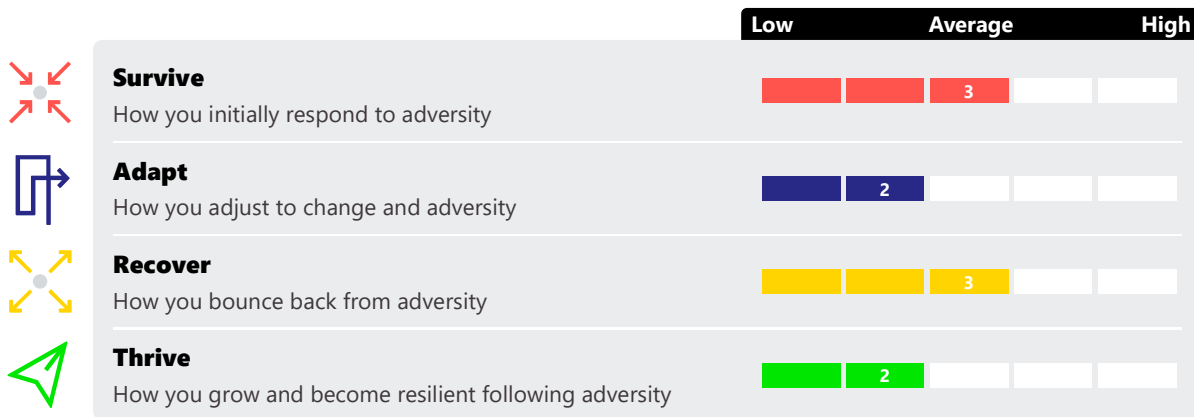
## 3 Recover

### 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 summary profile

The summary profile below shows your overall scores across the four stages of the resilience cycle. Your scores are relative to the comparison group shown on the front cover of this report.



## Key insights

Your score was average on the first and third stages of the resilience cycle (Survive and Recover) but lower on the second and final stages (Adapt and Thrive). This suggests your initial response to stressful situations is usually calm and appropriate (Survive) and you bounce back from setbacks reasonably well (Recover). However, your lower scores suggest under more adverse situations or prolonged stress, you may resist change and become rigid and defensive (Adapt). You may also be less inclined to reflect, learn, and grow following negative life experiences (Thrive). Examine your scale scores within the Adapt and Thrive stages to identify any development suggestions that may help you further improve your 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
<b>Self Regard</b> The degree to which you accept and value yourself.			
<b>Regard for Others</b> The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.			
<b>Emotional Expression and Control</b> The degree to which you are emotionally controlled.			
<b>Conflict Handling</b> How well you handle conflict.			

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

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## Adapt

	Low	Average	High
<b>Self Awareness</b> The degree to which you are in touch with your physiology, feelings, and intuitions.			
<b>Awareness of Others</b> The degree to which you are in touch with the feelings of others.			
<b>Flexibility</b> The degree to which you feel free to adapt your thinking and your behaviour to changing situations.			
<b>Interdependence</b> How well you manage to balance taking yourself and taking others into account.			

How well do you cope with challenging situations and change?

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## Recover

	Low	Average	High
<b>Emotional Resilience</b> The degree to which you are able to pick yourself up and bounce back when things go badly for you.			
<b>Personal Power</b> The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.			
<b>Goal Directedness</b> The degree to which you relate your behaviour to long-term goals.			
<b>Balanced Outlook</b> How well you manage to balance optimism with realism.			

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

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## Thrive

	Low	Average	High
<b>Connecting with Others</b> The extent and ease with which you are able to make significant connections with other people.			
<b>Authenticity</b> The degree to which you invite the trust of others by being principled, reliable, consistent, and known.			
<b>Trust</b> Your tendency to trust others.			
<b>Reflective Learning</b> 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?

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## 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 higher score indicates that you have a strong inner self-belief and that you feel happy with yourself and who you have become. This will enable you to respond more positively when setbacks occur. You may be more inclined to use your strengths to rise above disadvantage, view mistakes as opportunities for learning, keep life's difficulties in perspective, and be open to change without feeling threatened.

### Regard for Others

Your lower score suggests you are sometimes negative or critical towards certain people. During times of adversity this may manifest as a tendency to blame others for mistakes, being over-demanding or controlling, being insensitive and intolerant towards others, and less willing to adapt and respond to people's needs when under pressure. This could result in others being less inclined to support you in times of need.

### Emotional Expression and Control

Your score suggests you feel free to express your emotions and you are mostly 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 can be quite direct and challenging in responding to pressure and conflict. You may say exactly what you think, even if it upsets people, and sometimes be seen as tough, critical or unreasonable. This may cause others to feel threatened and uncooperative, which could lead to further conflict, poor communication, and damaged relationships.

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

- Reassure yourself:** During times of adversity draw upon your inner Self Regard to be strong and assured. For example, repeat a positive affirmation such as, "I am a strong and capable person", and remind yourself of when you have previously coped well with personal challenges.
- Reject put-downs:** If you receive a put-down (which is when someone criticises you as a person rather than for what you have done), use your self-assuredness to discount the criticism and replace it with at least two positive thoughts about yourself.

### Regard for Others

- Censor your critical thoughts:** When you feel the tendency 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

- Be tolerant:** If you become angry with yourself or others when things go wrong try putting problems into perspective. Is the issue actually that serious? Are you expecting too much? What can you learn from mistakes? How does being angry affect your health, performance, and relationships?
- Listen first before asserting your views:** Balance your assertiveness with compassion and respect for others. Listen carefully to others and appreciate how they feel and what they want. This will often reduce conflict and improve cooperation.

# 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 average score suggests you are fairly aware of your feelings, needs, and typical reactions and how they may affect your behaviour. However, you could go further by noticing your emotions and signs of stress early, such as frustration before it becomes anger, and worry before it becomes anxiety. You could also become more aware of your positive emotions and learn 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 lower score compared to others suggests you may be reluctant to try new ways of doing things or adapt your behaviour to changing circumstances, particularly in times of difficulty and stress. This may limit your ability to innovate, embrace new ideas, and adjust to new and challenging situations. During times of adversity you may return to old negative habits and be less willing to accommodate the needs of others.

### Interdependence

Your score suggests you tend to be more independent and individualistic. When under pressure, you may typically withdraw from others and be quite self-reliant. Others may view this as you being avoidant or detached. This may mean you are less inclined to adapt to others' needs, consult or collaborate with them when solving problems, and take on too much without seeking support from others.

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

- |  |  |
|--|--|
| <input type="checkbox"/> Self Awareness      | <input type="checkbox"/> Flexibility     |
| <input type="checkbox"/> Awareness of Others | <input type="checkbox"/> 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

- Notice 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.
- Record your emotions:** Keep a log of your emotions during the day and how they affect your behaviour. Such as, when you feel anxious or stressed, when you feel relaxed, and when you feel energised. This will provide a first step in learning to recognise and manage your emotions.

### 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

- Give yourself time to accept change:** If your immediate reaction to change is resistance, check that you are not rejecting change for the wrong reasons, such as a fear of the unknown, feeling outside of your comfort zone, or ingrained habits.
- Create a new habit:** Identify one behaviour that causes you stress, such as working through lunch. Then find a new behaviour that will help break this pattern, such as going for a walk at lunchtime. Set yourself a target of repeating the new behaviour every day so it becomes a habit.

### Interdependence

- Move towards others:** If you tend to move away from others when feeling stressed, try doing the opposite and reaching out to people. You may be surprised how much they want to help you and how much it helps you build better understanding and trust with others.
- Include others:** One reason we choose to be independent from others is if we feel we have been let down by others in the past, or we don't like to show signs of weakness. Check if any of these fears may be driving some of your behaviours. Try including others more often, even if it feels uncomfortable to do so at first.

# 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 average score suggests that generally you feel responsible for your outcomes, and able to achieve the objectives you set yourself. However, under greater pressure, you may start to doubt your ability to influence situations and people around you and feel less in control of circumstances. This may make it difficult for you to take decisive action to overcome challenges and recover from setbacks.

### Goal Directedness

Implementing a 'recovery- plan' following setbacks requires both Goal Directedness and perseverance. Your average score suggests you have a fairly clear sense of purpose, are aware of the broad goals you want to achieve, and generally do not get distracted from achieving them. However, under prolonged pressure you may lose focus and concentration and fail to plan or think ahead, reducing your capacity for later recovery.

### Balanced Outlook

Your score suggests that sometimes you are very positive in your expectations and general view of situations, but at other times you can be very negative. One explanation could be that you often start off expecting everything to turn out perfectly but rebound to feelings of disappointment and frustration when things don't work out as you had hoped. This may continue in a cycle of over-optimism followed by setbacks and disappointment, making recovery quite difficult.

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

- Learn from 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 this event and try to use these strengths again.
- Increase your options:** Do you use words that limit your choices, such as, 'can't', 'never', or 'must'? Try using words that give you choices, such as, 'possibly', 'potentially', and 'opportunity'. When there appears to be no choice, stop and challenge yourself to identify at least three possible options.

### Goal Directedness

- 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.
- Visualise recovery:** Visualise yourself successfully working through problems or difficulties. Picture yourself having overcome a particular setback, what you did to get there and how you now feel about yourself. Repeat this visualisation several times so it becomes the outcome you anticipate.

### Balanced Outlook

- Address the problem:** Sometimes people are over-optimistic and avoid facing painful realities. Check you are not denying, ignoring, or distorting actual problems that need to be addressed. Otherwise they may escalate and become more difficult to resolve.
- Lift your mood:** Evidence shows that we are more likely to seek and find solutions to problems when we are in a positive mood. Actively practise creating positive thoughts and feelings through recalling happy memories, thinking positive thoughts, and imagining great outcomes.



## 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 average score suggests you invest a reasonable amount of time and energy into maintaining and developing relationships. This may enable you to create useful support networks that can help you cope with future challenges. However, under pressure, you may sometimes withdraw and become less attentive to others, which may make it more difficult for you to draw upon the support of others in times of need.

### Authenticity

Your average score suggests that you have a fairly clear understanding of your core values and principles and tend to act in accordance with them most of the time. This will help you be consistent and reliable, gain the trust of others, and enable you to draw on these principles to guide you in tough times. However, you may sometimes try too hard to please others rather than do what you believe to be right, which could lower your inner confidence and resilience.

### Trust

Your score indicates you may treat people with a degree of scepticism and be over cautious about trusting others. This may be demonstrated in behaviours such as maintaining tight control over your own work, protecting your own ideas, micro-managing people, and questioning people's motives. If you lack confidence in others this may make relationships more challenging, and if you are unwilling to delegate or collaborate, this may put extra pressure on yourself.

### Reflective Learning

Your average score indicates that you tend to reflect on your experiences on some occasions and consider how to change your behaviour accordingly. However, you may not do this on a consistent basis or give yourself proper time and space to fully reflect. If you do not seek constructive feedback from others, learn from setbacks, or recognise your weaknesses you may not grow your resilience and could repeat past mistakes.

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

- 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.
- Nurture your relationships:** Try to connect with others more widely as a means of dealing with challenges in the workplace. For example, draw upon the different strengths of team members to support you, and communicate regularly with customers to avoid misunderstandings.

### Authenticity

- Learn from life experience:** What have you learnt from the setbacks and adversity in your life? How have these events helped form your principles and grow your authentic self? How have life's challenges helped increase your level of resilience?
- 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

- Keep a reflective diary:** Record in your diary a daily record of what went well, and what could have been better today. What challenges and difficulties did you face? How did you deal with them? What did you learn from them?
- Recognise 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 feedback. How could you use your strengths to be even more resilient?

## Your next steps

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

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**How can you use this strength in times of adversity?**

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

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

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## Resources

For further reading on EI we would recommend '[Emotional Intelligence at Work – How to make change stick](#)' (Maddocks, 2018).

<sup>1</sup> Henderson, N., and Milstein, M.M. (1996). Management of organizational behavior: Utilizing human resources (5th edition). Thousand Oaks, CA: Corwin Press.

<sup>2</sup> 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.





