

Resilience is a key component in the primary prevention of stress at work.

Resilience is the capacity to mobilise personal resources to tolerate and overcome adverse events without experiencing stress, and to grow and develop as a consequence of such events. Some aspects of resilience are personality dependent whilst others are skills determined. All elements can be learnt and strengthened.

Managers and staff have a responsibility to be as resilient as possible against the uncertainties of everyday working lives. Resilience at work is about personal attitude towards work and the events that take place in work and the working environment.

### Resilience Assessment Questionnaire (RAQ 8)

This is the Resilience Assessment Questionnaire, created by psychologist Derek Mowbray, in its short form (RAQ8). The longer version (RAQ 40) is available for use under licence.

Please answer the following questions by circling the relevant number.

**1 = Never, 5 = Yes, always**

1	I usually know how others perceive me	1	2	3	4	5
2	I am determined to achieve my lifetime ambitions	1	2	3	4	5
3	I can see my future clearly	1	2	3	4	5
4	I normally feel comfortable in new situations	1	2	3	4	5
5	I plan my next day in advance	1	2	3	4	5
6	I enjoy the challenge of unravelling puzzles and solving problems	1	2	3	4	5
7	In general, I like people	1	2	3	4	5
8	My most important relationships are my strongest	1	2	3	4	5

#### Scores:

1	Self awareness	
2	Determination	
3	Vision	
4	Self confidence	
5	Organisation	
6	Problem solving	
7	Interaction	
8	Relationships	

Any score of 3 and below indicates a need to strengthen this element of personal resilience.

## Self awareness

**‘Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power’**

People who know themselves well often possess the insight to understanding others; are more tolerant of others, and are quietly inquisitive of others; they understand what makes them tick, and can respond to their behaviours more effectively. Their attitude towards others is often flexible and adaptable, an essential ingredient for personal resilience.

## Determination

**‘As long as you’re going to think anyway, you may as well think big’**

Resilient people with high levels of determination have the capacity to achieve things that those with low determination tend not to be able to do. Determination is essentially self driven, although can be triggered by a reaction to an event, and requires considerable focus on a goal, task or vision. People with high levels of determination also have high self-awareness -knowing yourself very well; high self-advocacy -being able to articulate your wishes effectively; and high self-efficacy -a belief in being able to achieve almost anything.

## Vision

**‘If you don’t know where you’re going you will probably end up somewhere else’**

Normally, resilient people will have a clear idea of what they are trying to achieve in their lives, and will have written this down somewhere. They are likely to review the vision from time to time, particularly when events seek to divert effort away from achieving the vision. The vision itself might be blurred; it should not be time constrained, but it should be feasible to achieve.

## Self confidence

**Ever notice that ‘what the hell’ is the right decision?**

Self confidence is clearly apparent in resilient people. They need to ensure that self confidence doesn’t turn to arrogance as this will not be effective in interactions with others. On the other hand, self confidence, demonstrated in a subtle manner, is very attractive, and draws others to the self confident person, reinforcing their success with others and contributing significantly to their resilience.

## Organisation

*If everything is under control you're not going fast enough*

People who are well organised are able to cope with the chaos of daily life better than those who do not pay attention to organising themselves, preferring to rely on memory and luck. Being organised allows individuals to know where they are if their day is disrupted by unforeseen events. Organised people plan their week and their day in ways that ensure they start work immediately, and reward completion of nasty tasks by next completing enjoyable ones. Resilient people know where they are, and can control their working environment by careful planning and implementation.

## Problem solving

*Some people take no mental exercises apart from jumping to conclusions*

Resilient people like to solve problems and rise to challenges, so long as they can resolve the problems and meet the challenges successfully. Problem solvers are more likely to embrace challenges than those who do not like problems, and have no talent for sorting out puzzles and challenges. Card games players are likely to be more interested in solving problems than others simply by virtue of their interest in thinking of the opponent and the moves that are being thought about. Problem solvers also like to delve into the causes of a problem as a means to seeking a solution.

## Interaction

*'Achieving what you want in an interaction is a massive boost'*

Interaction is about how we behave towards other people. The only person we control is ourselves. However, to survive and achieve what we need to achieve, we need to control the reactions of others to our behaviours towards them so that they, in turn, help us. This is known as reciprocity. To interact effectively with others we need to understand everything that is going on in an interaction, almost reading the other person's mind so that we can adjust our behaviour to respond to how we think the other person is responding to us. We need to explore and respond to the other person's self-interest. Self-interest is our prime motivator and by feeding the self-interest of the other person, they in turn, will reciprocate and feed us with our self-interest. If we manage all this we are in control, and by being in control, we build our resilience.

## Relationships

*'If you always approach everyone with cheerful optimism, you will find that they simply have no choice but to respond in kind'*

In order for us to survive and prosper we need to forge relationships. These are many and varied that include acquaintances, friends, lovers, all of whom have a different quality to them in relation to their strength, importance and power, and each appeal to a different aspect of our own need. As we all act, it is important to include amongst our relationships those people with whom we have no need to act. Such relationships exist to enable us to recharge and go forward to act in the world.

Resilient people have relationships that provide the appropriate reinforcement and support at the time it is required. Resilient people never judge anyone else; they give of themselves to each relationship and reap the rewards of friendship.

Contact us to discuss our **Resilience Programmes** – call **01242 2412882** or email [Barbara.leigh@mas.org.uk](mailto:Barbara.leigh@mas.org.uk).

Visit [www.mas.org.uk](http://www.mas.org.uk) for further information about Resilience – there are many articles free to download in our article library - <http://www.mas.org.uk/mylibrary.html>

To purchase **Derek Mowbray's Guide to Personal Resilience**, which contains the full version of this questionnaire, go to <http://www.mas.org.uk/publications/personal-resilience-guide.html>

Visit our website to find out more about our [Resilience ELearning Programme](#).



**Our Resilience Programmes have been created by leading psychologist dr Derek Mowbray** BA., MSc., MSc(Econ), PhD., DipPsych., CPsychol., CSci., FBPsS., FIHM.

Derek Mowbray is a Chartered Psychologist and Chartered Scientist, with a doctorate in the psychology of leadership.

Derek Mowbray specialises in the primary prevention of psychological distress at work, with a focus on promoting wellbeing and performance.

His work approaches and interventions are well recognised and adopted throughout the UK and beyond. His work in the stress prevention field focuses on the problems at work that may trigger adverse reactions in people, causing them to feel unwell and under intense pressure resulting in under performance.

Derek focuses on organisation culture, the behaviour of leaders and managers in relation to their employees, personal and corporate resilience and on issues of the working environment that impede performance. His approach is to use positive psychology to help organisations create and sustain **'the workplace as a fabulous and high performing place to work'**.

Derek's mission is to ensure individuals have a fabulous experience from work and the workplace.

## Our Products:

### Personal Resilience ELearning

An in-depth e-learning programme designed to strengthen personal resilience.

<http://www.mas.org.uk/personal-resilience-elearning-programme.html>



### Derek Mowbray's Guides – innovative, practical resources

The Guide to the WellBeing and Performance Agenda

The Guide to Corporate Resilience

The Guide to Adaptive Leadership

The Guide to Psychological Responsibility

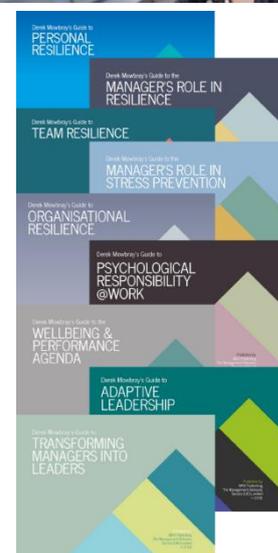
The Guide to The Manager's Role in Resilience

The Guide to Personal Resilience

The Guide to the Manager's Role in Stress Prevention

The Guide to Team Resilience

The Guide to Transforming Managers



Our Guides are available to purchase from <http://www.mas.org.uk/publications.html>

## Our Questionnaires – available for use under licence

### Leadership and management

'Just how fabulous a manager are you?'  
Quick Leadership Assessment Q (a mini 360° instrument)  
The Adaptive Leadership Questionnaire  
Emotional Intelligence  
Behaviour Assessment Questionnaire  
The Ethical Questionnaire

### Culture

Organisational Cultural Assessment  
Cultural Values Questionnaire  
Corporate Values Questionnaire  
Intelligent Behaviour@Work Questionnaire

### Individuals

The Wellbeing and Performance @ Work Questionnaire  
Psychological Responsibility@Work Questionnaire  
The Personal Values Questionnaire  
The Values and Beliefs Questionnaire  
The Resilience Assessment Questionnaire (RAQ 40)

**Tips Booklets - extensive range of high quality tips booklets which make great giveaways to accompany wellbeing initiatives. These could be branded for your organisation.**

Tips for Managing Pressure and Preventing Stress

Tips for Personal Resilience

Tips for the Manager's Role in Resilience

Tips for Fabulous Managers

Tips for Taking Psychological Responsibility

Tips for Creating a Culture of Sharing Responsibility for the Future Success of the Organisation



**For details about our products and services, email [barbara.leigh@mas.org.uk](mailto:barbara.leigh@mas.org.uk) or call 01242 241882**