

AQR Ltd. Innovations in Personal and Institutional Development

Mental Toughness of endurance and Mental Toughness
questionnaire 48

Leadership Style and the Integrated Leadership Measure 72

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Knowledge Point

Mental Toughness on endurance and Leadership

- Principle competences- flexibility and leadership.
- Performance during challenging times
- Both enable one to adopt an integrated method.
 - Assessment and diagnosis
 - Assessment and measurement of variation
 - Propose the best option of intervention
- Both are of high quality and available in both English and Arabic languages.

What is Mental Toughness? – Definition:

“The quality which determines, in some part, how effectively individuals perform when exposed to stressors, pressure and challenge, irrespective of the prevailing situation”

- Helps us to understand why a person succeeds while another strives to succeed when put under pressure including...
- Helps to understand how to develop programs to assist people to deliver a better performance when under pressure.

How important is (mental toughness)?

- Performance- explicates up to 25% of variation in individual performances.
- Behavior – More common , more positive and “ more likely to accomplish”
- Wellbeing (psychological comfort) - more reposed, better effort management, less dread. Some of their most valuable and important outcomes are:
 - Aspirations –more ambitious, ready to manage more risks.
 - Retention- most probably able to retain position and does not digress from the right path.
 - Employability – more prone to get the desired job.

Mental toughness

A number of competences:

- Commitment – accomplishment of outcomes
- Control – self-evaluation, efficiency.
- Challenge - seizing opportunities, acceptance of change.
- Confidence – communication , influence and negotiation

Together represent a comprehensive measure for mental toughness to endure

Mental toughness

Assesses the following:

- Commitment: I promise
to carry out the task
- Control – (life): I really
believe I can do it

Control (emotion) I keep
my emotions under control

- Challenge - I accept
change and seize opportunities
- Confidence –(in abilities) I believe
I have the ability to do that

Confidence (interpersonal) - I can
do it even if it is too complicated

The four competences are measured along a 0-10 scale indicating high, medium and low score.

How is it possible to measure mental toughness to endure and what is to be done in this regard?

MTQ-48 Mental toughness Questionnaire- 48

- Standardized , valid and reliable – independent self-report
- Available in both English and Arabic
- Easy to use
- Takes between 7 to 10 minutes to finish the questionnaire
- Results and five types of reports are immediately processed and made available
- Internet formatting (printable questionnaire)
- Short training for licensed users (two-day option)

Developing Mental Toughness

Intervention falls within 6 broad groupings:

1. Positive thinking – affirmations, think three positives, turning negatives into positives ...etc...
2. Visualization – guide imagery –provide training etc...
3. Anxiety control – muscular relaxation techniques, controlled breathing ... etc...
4. Attention control – concentration, handling distraction ...etc. ...
5. Goal setting – how to balance goals – how to deal with big goals ... etc.
6. Biofeedback + comments - provides instant feedback – peoples responses to comments.

All the above aspects helps to develop ability to handle stress, pressure, change and challenges.

Benefits and concept of MTQ 48

- Form an awareness of an important concept
- A model for Secure User
- Can be assessed , developed and evaluated
- Practical, there is no such a meaningless method.
- Can be used at all phases of personality or institutional development.
- Provides real measurable and sustainable results

In October 2011, the mental Toughness center for Education of the UAE was established at the HTC Girls of Dubai. It is now an internationally recognized as a key element in performance, behavior and wellbeing for people from all walks of life.

What is Integrated Leadership Measure 72 (ILM 72)?

- High cognitive quality that measures:
 - Leadership style – through 6 specific scales
 - Leadership competences – through 3 specific scales
- Designed to be easily accessible for training and coaching :
 - Online
 - An integrated pack of expert reports
- Merges most of the existing knowledge related to leadership – can be used with any existing model

What is Leadership?

“Leadership is influencing, inspiring and directing the performance of people towards the achievement of key organizational goals - and creating the sense of success in the short and the long term.”

It is to be noticed that the focus here is on performance and achievement- the key goal- this could be achieved through empowerment of people.

Good leadership empowers people to abandon probable performance ... not taken as routine work.

What is leadership?

Research has led to discovery that every major leadership model has its roots in one or more six specific scales:

Specific scales /style/coaching		
Task	VS	Person
Flexible	VS	Dogmatic
De-centralized	VS	Centralized
Reward	VS	Punishment
The means	VS	The End
structured	VS	Organic

Specific Scales

Style is described as follows:

There is not such a thing as right or wrong style – different styles suitable for different situations.

The leadership style adopted by an individual is not always the best.

It provides a clear basis for defining effective leadership in any situation ...leadership is essentially situational.

Integrated Leadership Measure examines individually adopted leadership style and matches these to the needs of the organization... with great impact on development.

Global Factors – Assessment of leadership Competences

The six specific scales separately provide an indication on three important global factors.

These three global factors describe competencies which determine effective leadership practice.

In this test whenever the score is higher, the more effective leader you would be considered.

This is a crucial aspect of the essence of efficient leadership.

Global Factors – Assessment of leadership Competences

A. Determination to deliver

Measures single-mindedness to deliver what is promised to be achieved, at short and long terms

B. Engaging with individuals

How much the leader focuses on building capacities, enhancing confidence and commitment of individuals to enable them to contribute to the organization and fulfill themselves?

C. Engaging with teams

How much the leader harnesses all the potential in an organization to solve problems and take decisions that would be more competent and efficient? This is to affirm leadership through functional teamwork-effective leaders understands how an organization functions.

Integrated Leadership Questionnaire

- Standardized , reliable measure ;
- Available in both English and Arabic languages;
- Easy to process;
- Takes 15 to 20 minutes to complete the questionnaire;
- Results and 5 types of reports are made immediately available on completion of the questionnaire;
- Short training course for licensed users (One or Two day options)
- Internet formatting (printable version)

Integrated Leadership Questionnaire

Leadership Coaching

Working with leaders to develop elite
performance

Mental Toughness Questionnaire and Integrated Leadership Measure

For more information for purchasing any or all measures, please contact:

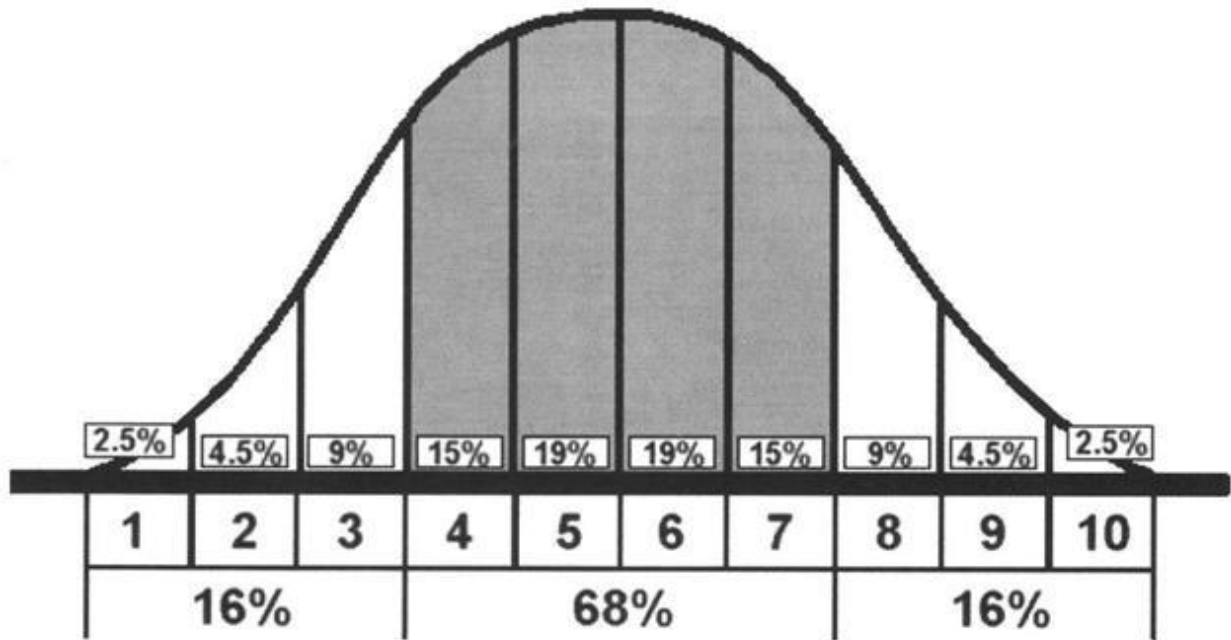
Knowledge Point

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For a free trial of Mental Toughness Questionnaire and Integrated Leadership Measure, please pick a leaflet and enter your e-mail address. We will send you a password. On completing the test you will receive all reports to you, (free of charge).





1	2	3	4	5	6	7	8	9	10
← PERCENTILE →									
2.5%	4.5%	9%	15%	19%	19%	15%	9%	4.5%	2.5%