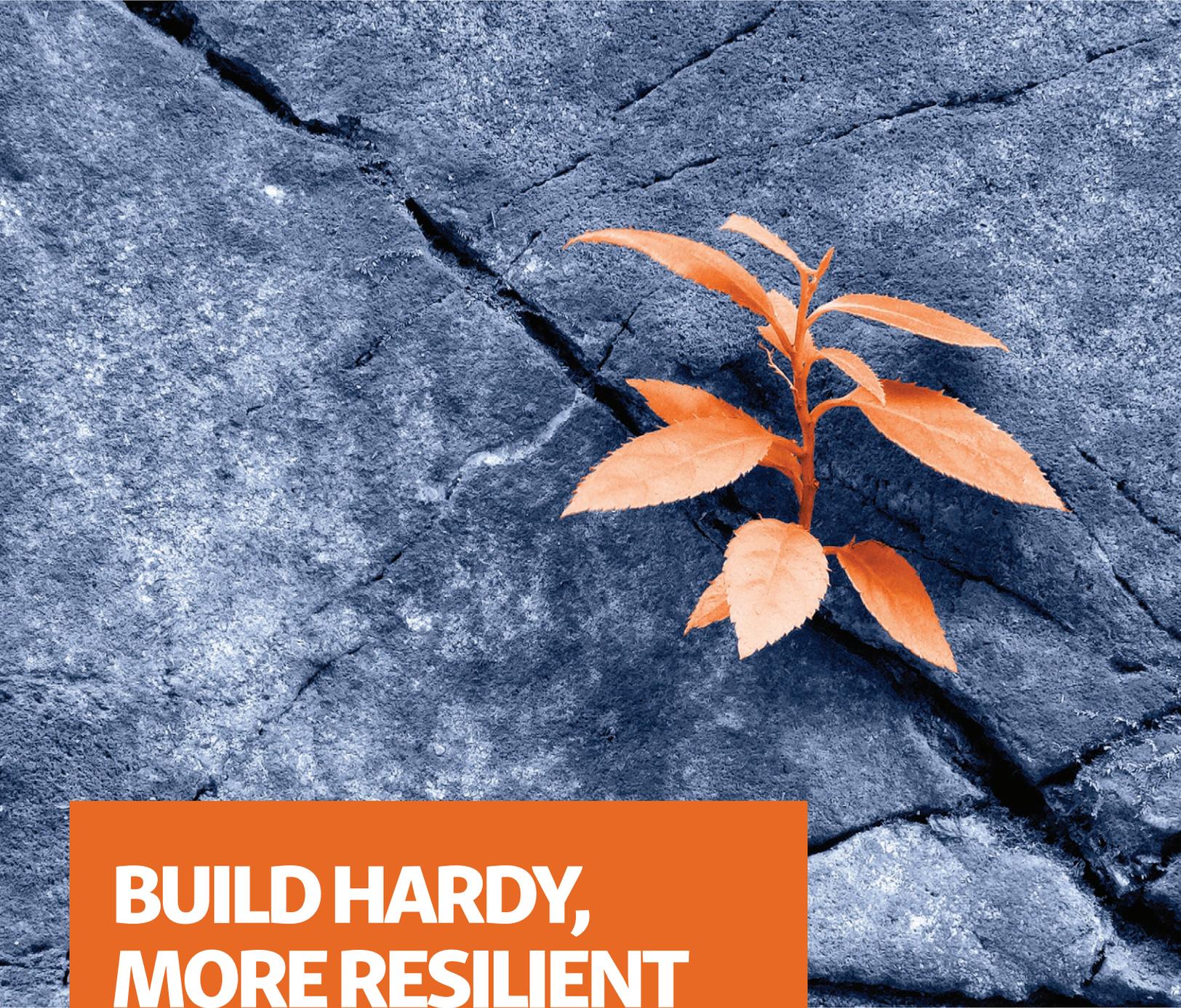




CHALLENGE • CONTROL • COMMITMENT™

HARDINESS
RESILIENCE GAUGE



**BUILD HARDY,
MORE RESILIENT
LEADERS & TEAMS**

Leaders who cultivate characteristics of hardiness within their organizations have teams that are better able to adapt to stress and adversity, less likely to suffer from burnout and are more resilient to change.

ABOUT

The Hardiness Resilience Gauge™ (HRG™) is grounded in over 30 years of research and development and provides valuable insight into an individual's level of hardiness and their ability to cope with stressful and unexpected situations. Research has documented the protective nature of hardiness - people who are higher in hardiness are less likely to experience the negative effects of stress on health and performance. Those high in hardiness are not invulnerable to stress, but they do not experience the same degree of negative stress-related outcomes as those who are low in hardiness.

Formally known as the Dispositional Resilience Scale (DRS), the HRG is used globally and has a long history of successful use with various groups, including employees and leaders within organizations, military personnel, law enforcement, healthcare personnel, students, and athletes. Leaders who cultivate characteristics of hardiness have more cohesive teams that are better able to adapt to stress and adversity and are more resilient to change.

KEY AREAS MEASURED

The Hardiness Resilience Gauge™ (HRG™) measures how effectively a person can cope with stress. The assessment provides a Total Hardiness score in addition to scores measuring three qualities that are instrumental for predicting how resilient an individual will be. These three qualities are referred to as Challenge, Control, and Commitment and are defined below:



CHALLENGE

Seeing change and new experiences as exciting opportunities to learn and develop

An appreciation for variety and change, a desire to be adventurous and explore, and a motivation to learn and grow from failures. Also captured within the Challenge aspect of hardiness is the tendency to perceive difficult situations as challenges to overcome, rather than as threats. Whereas a person low in Challenge is likely to perceive unexpected changes as overwhelming and threatening, someone high in Challenge is likely to perceive the same unexpected change as an exciting opportunity to learn and grow. The Challenge aspect of an individual's hardiness profile contributes to one's ability to be flexible and adapt when faced with stressful circumstances.



CONTROL

Belief in one's ability to control or influence events and outcomes

A strong belief that an individual has the ability to influence outcomes in their life, and is willing to make choices about life and accept responsibility for those choices. It captures how in control the person feels of their destiny, despite the uncertainty that is often associated with the future. People who have a strong sense of Control tend to approach novel situations with confidence because they have the conviction that they can influence results. Researchers have long recognized that people inherently desire control and it is beneficial for an individual to feel that they are in control of situations that are occurring. Feeling in control facilitates the sense that one can safely and effectively manage their environment and life circumstances, even when stressful situations come their way.



COMMITMENT

Tendency to see the world and day-to-day activities as interesting, meaningful, and having purpose

The extent to which one is engaged in a variety of life domains, and how interesting and meaningful they see their existence. People who have a high Commitment score have a strong sense of purpose in life and tend to see their experiences, big or small, as meaningful and important. They tend to be fully engaged in the world around them. Those high in Commitment are attentive and in tune with the situations, conversations, and relationships that they are involved with. This Commitment component of an individual's hardiness profile contributes to the person's sense of internal balance and their ability to be attentive and aware, ultimately helping them to make realistic assessments of stressful circumstances.

APPLICATIONS

The HRG is a versatile tool that can be used in a variety of contexts to provide greater insight into an individual's ability to effectively deal with stress.

With Leaders



Not only do hardy leaders exhibit superior leadership qualities, they can also influence the hardiness of the people they are leading. When leaders gain insight into their own hardiness they better understand how to respond to stressful and changing team dynamics. This allows leaders the opportunity to be the person that others model their

behavior after and establish within their teams how stressful situations are dealt with and understood.

With Teams



Teams that consist of members who are higher in hardiness are more cohesive and better able to work through obstacles. The HRG can be used to identify hardy team members whose qualities could be leveraged in an adaptive way to help facilitate hardiness in other team members. Research has shown that teams who have insight into their hardiness profiles form more cohesive

units and are better prepared to deal with stressful and changing situations. Teams who are hardy embrace unexpected situations and directly deal with stressful circumstances. They are more motivated and prepared to tackle change with a clear plan of action for achieving the outcomes they want (Bartone et al., 2002).

In the Workplace



The HRG can be used by employers (e.g., HR and OD consultants, psychologists, or HRG certified users) to provide valuable insight when looking for individuals who will excel and continue to perform when faced with the inevitable stress and changes that occur in all workplaces. Supplemented by additional sources of information, such as interviews and the

results of other assessments, the HRG can make the recruitment and selection process more reliable and efficient.

The HRG can also be used in a developmental context. Hardiness is comprised of a coachable set of characteristics. The HRG enables qualified professionals to create tailor-made training programs to improve the hardiness and resiliency of employees, teams, and the company as a whole. The HRG can also be used to evaluate ongoing functioning and the well-being of employees, especially those employees who are in high-stress positions.

In High-Stress Occupations



Research has consistently documented the protective nature of hardiness for people in high-stress occupations (e.g., military, law enforcement, and medical). The HRG can be used as a tool to identify employees who might be particularly vulnerable to experiencing the consequences associated with stressful occupations (e.g., burnout, post-traumatic stress

disorder, and depression). Having these potentially vulnerable people focus on developing their hardiness can help mitigate the negative consequences of job stress exposure.

Within high-stress occupations, there are often resilience training opportunities offered to help protect against the typical outcomes associated with job-related stress (e.g., burnout). The HRG could be used as a measure of effectiveness for these resiliency-training programs.

With Athletes



Athletes are constantly exposed to stressful situations (e.g., high expectations, losses, injuries). The HRG can be used to help prepare athletes for these situations and predict an athlete's likelihood of effectively coping with changing or stressful circumstances. For example, research has shown that athletes who are higher in hardiness are more likely

to perceive the opportunity for growth in sport-related injuries, ultimately helping them with their recovery. Athletes who are high in hardiness are better at managing the anxiety that often comes with competition, and using it to enhance their performance.

In Academic Institutions



The HRG is also suitable for students (18 years and older). It can be used in colleges, universities, and technical schools to provide insight into students' resilience and well-being. The HRG can have important implications for student counseling programs where the primary aim is to help students adjust to university. In particular, the HRG could be used as part

of a strategy to identify students who are at high risk of problems related to academic stress and who could benefit from interventions such as student counseling programs.



REPORT

TOTAL HARDINESS

What your score means

- Your result indicates that your total level of hardiness is in the **Low** range.
- You are usually prepared to tackle stressful effects of stress from time to time, but you may not always do so in a healthy manner.
- You likely have the coping skills needed to deal with stress, but you may not be using them as effectively as you could.

STRATEGIES FOR DEVELOPING YOUR COMMITMENT

Pursue Your Passions

Take time to think about what is important and interesting to you.

Write down a passion that you are interested in pursuing. Don't make it too general (e.g., helping other people).

CHALLENGE vs. CONTROL

Your Challenge score is substantially higher than your Control score. Your motivation to try new things may outweigh your desire to put effort into controlling the outcomes of situations. You may be more likely to participate in risky situations where the outcomes are unknown because of the novelty and excitement of the situation. Try the **Know Your Limits** strategy presented to you in the Strategies for Developing Your Commitment to bring your scores into balance.

LISTEN

to feedback from your team members and celebrate their successes.

ENCOURAGE

open communication (e.g., share your successes, build cohesion within your team by providing ongoing support and encouragement).

ADDRESS

team failures as opportunities for growth.

SMART Goal	Time Frame	Benefit	Resilience	Control	Commitment
e.g., Incorporate more exercise into my life.	e.g., Try at least one new thing a week.	e.g., Will feel more comfortable.			

Overview

The HRG individual report is designed for use in a wide variety of coaching and development situations. It focuses on the impact of a person's hardiness across multiple domains in their life. The HRG report is customized based on the client's responses, resulting in a personalized, actionable experience complete with developmental strategies to increase hardiness. The report also highlights potential consequences of imbalances within an individual's hardiness profile and gives information about how people can facilitate hardiness in those around them.

Strategies for development

Using the report, coaches can empower clients to process and understand the feedback of their report. Coaches can also work to improve a clients' clarity of the concepts, and ensure clients are better able to comprehend the implications of their results. This also provides the opportunity for the client to ask questions and share relevant examples of their behavior, which is important for facilitating engagement and understanding.

Balancing

This page of the report shows the balance between the different facets of a clients' hardiness profile. Hardiness works best as a resiliency factor when all three facets - Challenge, Control and Commitment, are aligned with each other. If the results identify imbalances across the three areas, it is important to explore the potential impact that these could have on a clients' behaviors.

Leadership

Not only do hardy leaders exhibit superior leadership qualities, they can also influence the hardiness of the people they are leading. Leveraging the HRG report, clients can gain insight into themselves on how to successfully lead others by understanding their own hardiness. This allows leaders the opportunity to be the person within the team that others model their behavior off of and establish within their teams how stressful situations are dealt with and understood.

Action Plan

The Hardiness Resilience Gauge Action Plan helps clients take steps toward developing their hardiness and will determine their resiliency when faced with changing and stressful situations. Use the step-by-step action plan to help guide clients closer to their goals.



Subject to change

The Hardiness Resilience Gauge requires certification or pre-qualification to use. Certification is required of those who have not completed graduate-level courses in tests and measurement at a university.

DURING CERTIFICATION

- 1 Take the HRG and get feedback on your personal results
- 2 Attain an in-depth understanding of the tool
- 3 Receive coaching from a Master-Trainer
- 4 Learn how to interpret report results
- 5 Receive a facilitator guide and slides to conduct a Hardiness Workshop

OUTCOMES OF CERTIFICATION

- 1 **Employee and Leadership Development** The HRG can assist in the employee and leadership developmental process either through direct developmental efforts or through self-awareness and insight
- 2 **Executive Coaching** The qualities that comprise an individual's hardiness profile can be improved through training. The HRG identifies the areas requiring growth and gives strategic suggestions for improvement. With the HRG, you gain a fast and insightful way to plan and measure the effectiveness of personal and professional growth
- 3 **Group Coaching** The results of the HRG can give a clear picture of a team's structure and efficiency by examining the functioning of each individual within the team
- 4 **Organizational Transitions and Changes** The HRG can measure the ongoing functioning and well-being of workers in an organization, as well as how employees are coping with organizational change and restructuring



CERTIFICATION



ABOUT THE AUTHOR

Currently a Visiting Senior Research Fellow at the National Defense University, Dr. Paul T. Bartone has over 30 years of experience conducting and managing research projects both within and outside the U.S. government, with a consistent focus on identifying factors associated with human resilience under stress. As an Army research psychologist for 25 years, Bartone deployed to locations worldwide to conduct embedded research with military units. His studies examined the processes by which stress impacts health and performance, generating results that have been applied to improve selection, training and leader development programs throughout the military. While on active duty, Colonel Bartone was the senior Army Research Psychologist, serving as

Research Psychology Consultant to the Surgeon General, and Assistant Corps Chief for Medical Allied Sciences. A Fulbright Scholar (Norway, 2006-07), Bartone developed and refined the Dispositional Resilience Scale, a cross-culturally valid test to measure psychological hardiness. He has written, published and lectured extensively on hardiness, health and performance, and taught leadership at the National Defense University and at the U.S. Military Academy, West Point. He also served as Director of the West Point Leader Development Research Center, where he completed the Army's largest ever longitudinal study of leader development. Dr. Bartone is past-President of the American Psychological Association's Society for Military Psychology, a Fellow of the American Psychological Association, a charter member of the Association for Psychological Science, and a Fellow of the Inter-University Seminar on Armed Forces and Society.