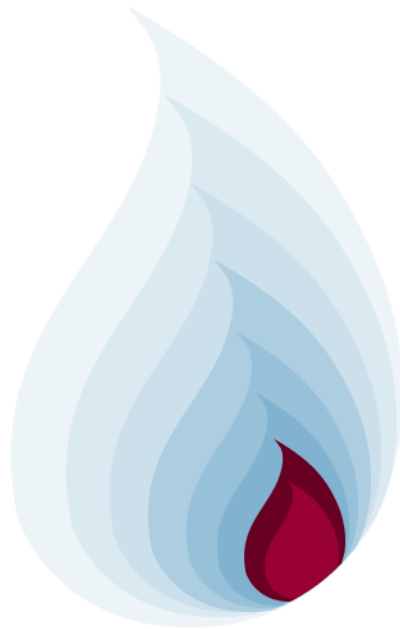


 leadership choices
Executive FiRE Index

Factors improving Resilience Effectiveness®



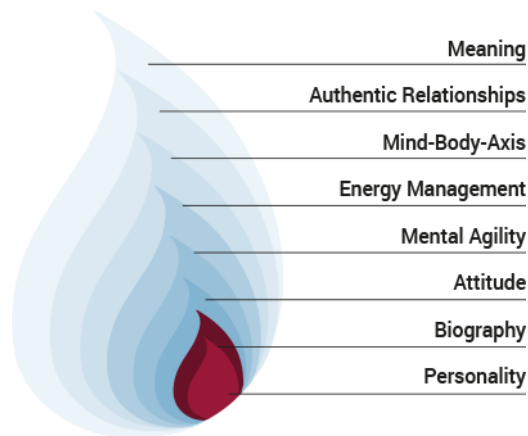
Peter Sample

30.09.2020

Introduction

Welcome to the Executive FiRE Index! In this report you will learn about your abilities to deal with challenging life situations, be it in the professional or private domain. This capability is also referred to as resilience. It describes your capability to handle setbacks, difficulties and uncertainties with a constructive spirit and to recover or even grow after a crisis with the strength of one's own efforts.

Think of your resilience as a muscle. Like each muscle, your level of resilience can also be increased by regular and suitable practice and by identifying and avoiding behaviors which are not helpful for its growth.

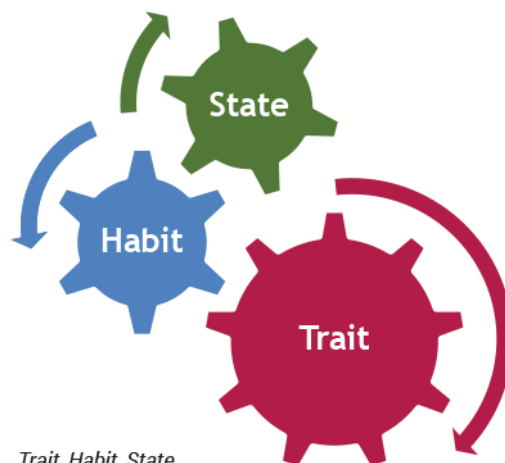


The FiRE Model of Executive Resilience

In our research we have developed a model that integrates all the factors which positively influence human resilience. It is called the Executive FiRE model. The acronym FiRE stands for *Factors improving Resilience Effectiveness*®.

Resilience is not only a *trait* which is innate to a person. It is also a competence which can be trained and turned into a *habit*. It is also influenced by our overall life situation which is also called *state*. Hence, our level of resilience is fundamentally determined by three different concepts of personality psychology: traits, habits and state.

- Traits can be understood as deeply ingrained behavior patterns, such as being extraverted vs. being introverted, which are considered to be stable over time. These are also referred to as *raw resilience*.
- Habits are the sum of all learned behaviors as a consequence of socialization, professional demeanor as well as life experience or even wisdom. These are also referred to as *acquired resilience*.
- State, in contrast, describes the actual level of life energy or satisfaction with life in the present moment. Of all three it is the most frequent to change.



Trait, Habit, State

While various personality or resilience instruments are well suited to measure the stress and ambiguity tolerance which is innate to an individual's personality, i.e. the *traits*, the Executive FiRE Index measures in addition the effectiveness of a person's self-management and coping strategies, i.e. the *habits*, as well as the current level of wellbeing, i.e. the *state*.

Based on the Factors improving Resilience Effectiveness®, this instrument measures how well you have integrated resilience best practices and routines into your daily life.

Overview

The Executive FiRE Index consists of five parts.

- **Part A: Executive Resilience Summary**
This section provides an overview of how traits, habits and state contribute to your actual level of resilience.
- **Part B: Spheres of Resilience**
In this section you will find your results for the eight Spheres of Resilience.
- **Part C: Resilience Continuum**
This section summarizes your effectiveness in applying strategies for self-awareness and self-management.
- **Part D: Mental Traps**
This section contains some of your typical thinking patterns when under stress.
- **Part E: Insights & Commitments**
This section is meant to capture your reflections and commitments resulting from your debriefing of the report.

We recommend that you work through this report with a certified resilience coach.

Part A: Executive Resilience Summary

In this summary you will find an overview of the different aspects contributing to your personal level of resilience.

On the vertical axis you can see your score for *Stress & Ambiguity Tolerance*. This describes your level of raw resilience which is innate to your personality. These behavior preferences are stable over time and are also referred to as *traits*. In particular three different groups of *traits* correlate with your individual elasticity and robustness in face of adversity. The trait *Need for Stability* describes your capability to effectively deal with unforeseen and problematic situations and how easily you get stressed by them. Furthermore, the trait *Extraversion* describes your tendency to shape your environment and to open up to people you trust. Lastly, the trait *Openness for new Experiences* measures your ability to embrace the change which is affecting you.

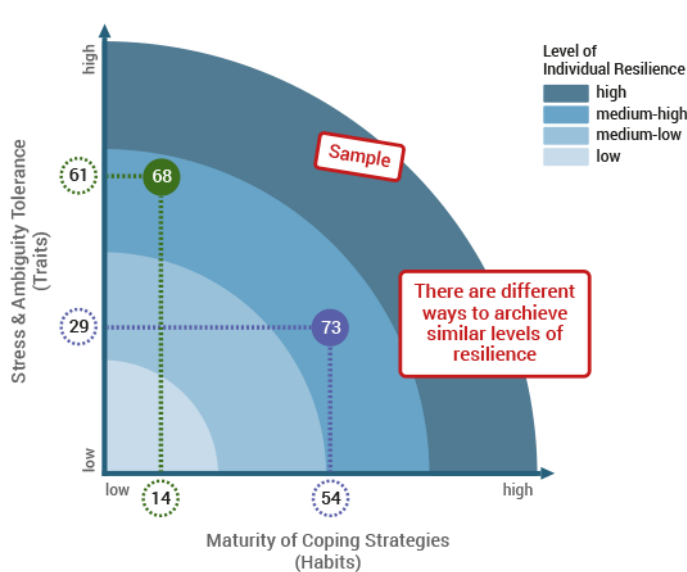
On the horizontal axis you will find your score for *Maturity of Coping Strategies*. This aggregate score reflects the effectiveness of your various strategies, routines and rituals that you have developed over time to cope with pressure, adversity and crises. An example for self-management strategies would be the degree to which you have turned your own biography into a resource which is helping you in difficult times, e.g. by focusing on what you've learnt and your proven endurance in going through challenging life situations. Another example would be your approach to your inner voice and how you can turn it into something supportive. In summary, the purpose of self-management strategies is to get you from victim mode into shaper mode when adversity hits.

The zones in different shades of blue in the diagram show the degrees of resilience a person exhibits when dealing with stress.

It is important to note that equally strong levels of resilience can be achieved by both, *Stress & Ambiguity Tolerance*, i.e. *traits* as well as *Self-Management Strategies*, i.e. *habits*.

The dot at the intersection of the scores for trait and habit represents your *Current Satisfaction with Life*, also referred to as state. This score is determined by your level of contentment with and gratitude for various aspects of your life such as career, partnership, family & friends, personal growth and meaning of life.

As you can see in the diagram, two different individuals, one signified by green the other by purple, with different levels of *Stress & Ambiguity Tolerance*, *Maturity of Coping Strategies* as well as *Current Satisfaction with Life* can achieve similar levels of executive resilience.

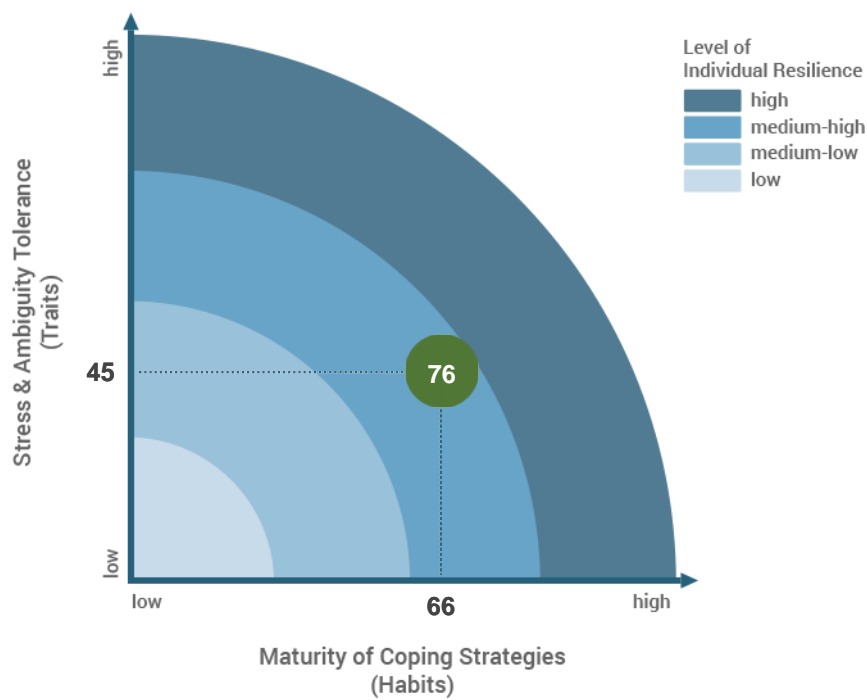


Sample: Diagram Executive Resilience Summary

Your Executive Resilience Summary

This overview takes into account all the aggregate dimensions of resilience. It consists of your *Stress & Ambiguity tolerance*, your *level of Self-Management Strategies* and your *Current Satisfaction with Life*.

In the next chapter you will find a further breakdown of your results.



Your Executive Resilience Summary: Traits, Habits and State

Notes

The Big Five Personality Factors

The Big Five model is one of the oldest and best-studied psychometric procedures methods used today. It has been referenced in more than 3.000 scientific validation studies over the past few decades. Thanks to this, it can be seen as the golden standard of personality psychology today.

The Big Five Personality Factors are the following:

- Need for Stability
- Extraversion
- Originality
- Agreeableness
- Conscientiousness

These factors capture many aspects of human personality. However, three factors, in particular, play a role in the degree of resilience that a person is able to achieve by virtue of his personality. These are the *Need for Stability*, *Extraversion* and *Originality*.

- **Need for Stability**

This factor reflects individual differences in experiencing and coping with challenging situations. High scores correspond to a high susceptibility to negative stress, but also stand for empathy. People with a high level are more likely to be easily affected by events in their personal environment. They tend to be more insecure, more worried and generally need more time to recover from stress. They can anticipate problems well and often have a pronounced ability to empathize with other people. Low levels represent a high level of resistance to stress, but also tend to represent a less pronounced ability to empathize with others. People with a low expression are calmer and more balanced and rarely experience strong emotional arousal. Also, they tend to generally perceive feelings less intensely.

- **Extraversion**

This characteristic describes differences in dealing with other people, especially in situations that are perceived as being energy-consuming or energy-replenishing. High values mean that someone gains energy from being active and in contact with many people. These people are often sociable, person-oriented, warm, optimistic and easy to enthuse. Low values mean that someone is more likely to draw energy from being in touch with a few people and having their rest. These individuals are often more reserved in social interactions. They prefer one-to-one conversations and often like to be independent.

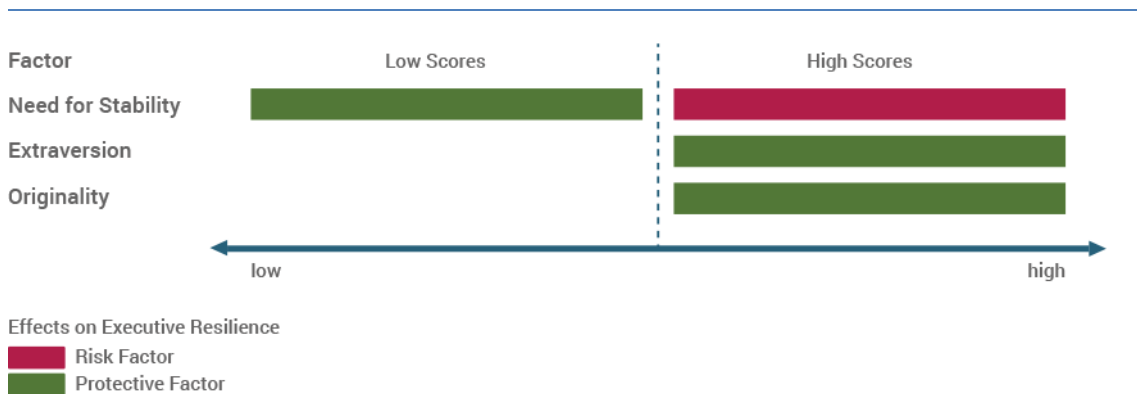
- **Originality**

This factor describes how a person deals with external changes that are not actively driven by him or her. Depending on the value, a person may have a tendency to feel deprived of energy in response to an external change or she might even feel inspired. High values stand for attributes such as ingenuity, curiosity and a preference for the unknown. Low values indicate a preference for predictability and plannability as well as a preference for what is familiar.

Today, we know from resilience research that in the Big Five logic, a low level of *Need for Stability* can be interpreted as a protective factor. The background is that, given a low level of this value, there is simply no longer anything to disturb us. A high degree of *Extraversion* is also considered to be a protective factor. It is easy for people with this attribute to talk to others about their inner world, an aspect that is central to their inner stability. The same is true for *Originality*. High values correlate with a tendency to embrace change more easily, which helps to better cope with an ever-changing environment.

Conversely, high scores on the *Need for Stability* scale are seen as a risk factor for raw resilience, as people with this tendency are generally more easily stressed.

The following graphic should clarify this connection:



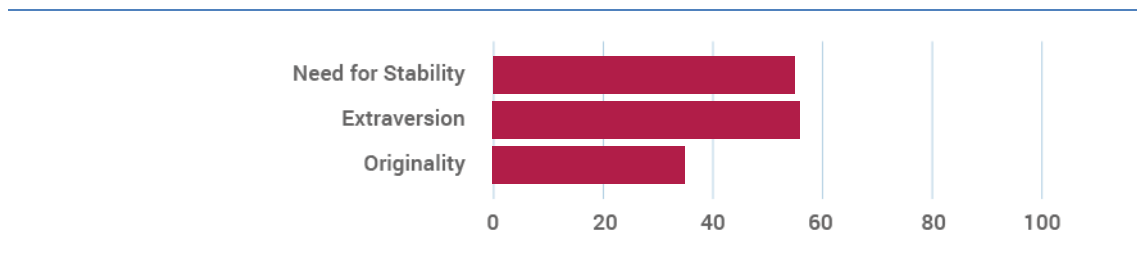
The connection between Big Five Personality Factors and Executive Resilience

Your Stress & Ambiguity Tolerance

Your aggregate score for *Stress & Ambiguity Tolerance* is 45 (of 100) which is considered low.

You seem to have quite a sensitive personality structure. You are likely to be challenged by stress, setbacks, uncertainty and ambiguity in some cases. Most probably you feel overwhelmed from time to time when it comes to new challenges. It is likely that you sometimes feel the need to actively manage your stress levels. This could mean that, to a certain degree, you had to develop effective self-management strategies which you can apply should a difficult situation require it. If you are managing people, you may want to consider that they are very likely to respond in a more tolerant way towards stress and ambiguity than you do. This means that you could be overly sensitive regarding their well-being unless you consciously bear this in mind.

The following traits contribute predominantly to your level of *Stress & Ambiguity Tolerance*:



What contributes to Your Stress & Ambiguity Tolerance?

Notes

Self-Awareness and Self-Management

Executive Resilience can be described by the two key dimensions: *Self-Awareness* and *Self-Management*.

Self-Awareness describes the competence of an executive in having a good understanding of his or her current personal state. It refers to the capability of an individual to pause and reflect, to observe signals from the body and to listen to their intuition.

Self-Management describes the competence of a manager to influence his or her current personal state. It is composed of attributes such as self-discipline, impulse control and resourcefulness.

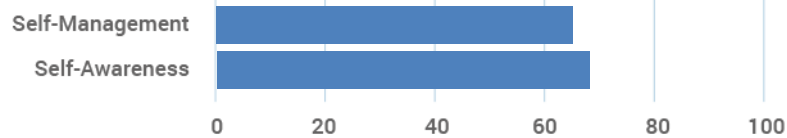
You will find more information on this in the *Resilience Continuum* in Part C of this report.

Your Maturity of Coping Strategies

Your aggregate score for Maturity of Coping Strategies is 66 (of 100) which is considered to be medium-high.

You seem to have developed a large number of self-management strategies, routines and rituals to cope with crises and you apply them on a regular basis. When you feel stressed, exhausted or overwhelmed by adversity, pressure or uncertainty, you mostly know how to influence yourself to get from victim mode to a more constructive inner state.

The following types of habits contribute to your level of Coping Strategies:



What contributes to Your Coping Strategies?

Notes

Factors influencing Life Satisfaction

While we are one single physical, cognitive, emotional and spiritual human being, we happen to operate and interact in distinct areas of our lives. Maybe you view the private areas of your life, such as partnership, family and friends as separate from your professional environment, which consists of career, money and meaning. Maybe you also see your social engagement as totally unrelated to your mood or your health. However, today we know from research that these aspects are all related to each other. The different areas of our lives, as distinct and different as they may appear, are actually interconnected and are constantly interacting with one another.

As such, any particular area of your life which gives you a tremendous amount of energy, such as your family or your friends, can help you to overcome a crisis in another area, say a health crisis or a problem in your career. Consequently, a crisis in one particular area such as money is exacerbated if other areas of your life, such as your partnership, also turn out to be problematic.

The following is an overview of the most important areas of your life when it comes to influencing your level of resilience:

- **Career**
Your professional environment is an important driver of your resilience because it gives you appreciation, meaning, security and status.
- **Money**
The amount of financial resources available to you influences your perceived level of security, freedom and status, which can make it easier do deal with stressful events.
- **Partnership**
The quality of your relationship with your partner has a great influence on your sense of belonging, and how grounded and appreciated you feel.
- **Family**
The quality of the emotional bonds within your family and the sense of belonging derived from that can help you to deal with stress, pressure and uncertainty.
- **Friends**
The quality of your relationships with your friends plays an important role for your sense of belonging and your ability to resist setbacks.
- **Social Engagement**
Supporting a good cause without any selfish motivation positively influences the amount of appreciation and meaning you feel there is in your life.
- **Personal Growth**
One important driver of life satisfaction is a person's ability to grow e.g. by taking on challenges, gathering new experiences, by learning and by achieving mastery in a certain aspect of life.
- **Health**
Your physical health and the amount of energy and strength available to you influences your emotional stability and your cognitive performance.
- **Body**
Your physical appearance influences your level of self-acceptance, your sense of achievement and, ultimately, your satisfaction with life.
- **Mood**
Your predominant mood also plays a role in your resilience. Are you aiming for lightness and joy in your life or do you let negative emotions prevail?

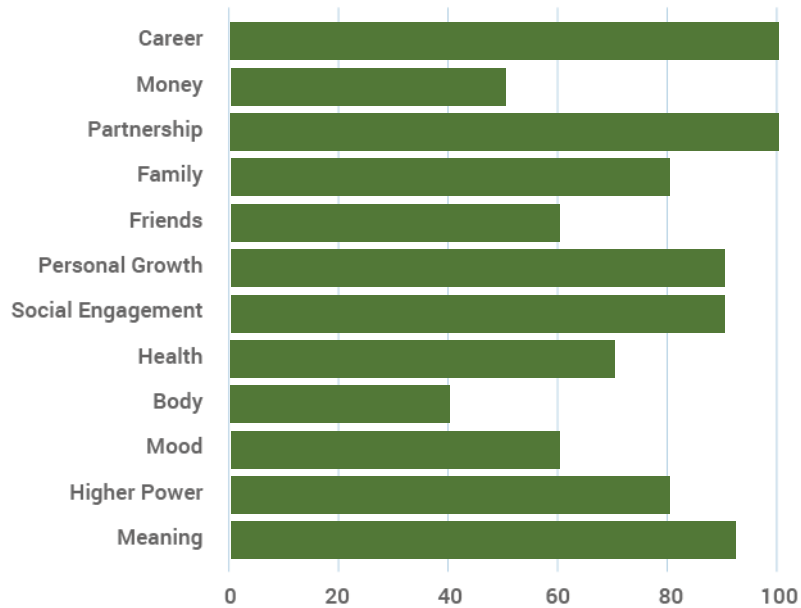
- **Higher Power**
The degree of energy you get from believing in a spiritual power that is larger than yourself has an impact on your ability to deal with adversity.
- **Meaning**
The degree to which you believe that what you are doing in life is meaningful and contributes to the greater good is supportive of your level of contentedness and, ultimately, your resilience.

Current Satisfaction with Life

This value is determined by your current level of contentedness and gratefulness with various aspects of your professional and private life which are relevant to your level of resilience.

Your aggregate score for Current Life Satisfaction is 76 (of 100) which is considered high. Your current level of satisfaction, happiness and gratitude with several aspects of your life is very high. It seems like you are having a good time right now.

Your *Current Satisfaction with Life* consists of the following contributing aspects to your life:



What contributes to your Satisfaction with Life?

Notes

Part B: Spheres of Resilience

The FiRE Model of Executive Resilience

The Executive FiRE model integrates all factors which positively influence human resilience. These comprise *traits* which are innate to an individual, competencies which can be trained and turned into *habits* and your overall life situation which is also referred to as *state*.

Each of the eight spheres of the FiRE model are influenced by *traits*, *habits* and *states* to varying degrees. Here are some examples for this:

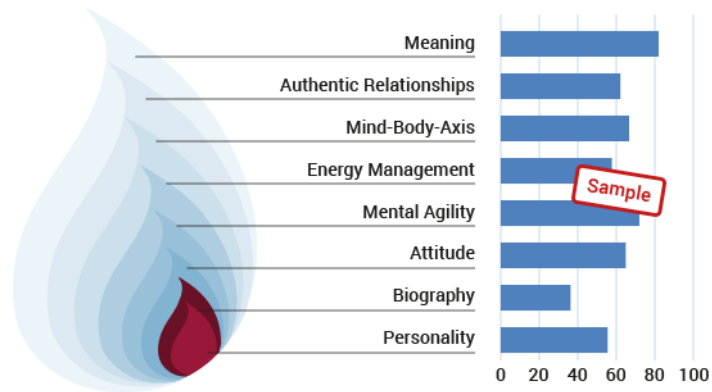
- The sphere *Personality* strongly correlates with *traits*.
- The sphere *Energy Management* strongly correlates with *habits*.
- The sphere *Meaning* strongly correlates with *state*.

Overview

In this part, you will find your level of individual resilience grouped around the *Eight Spheres Model*.

In the sample illustration you can see the different *Spheres of Resilience* and a bar chart on the right side of the labels. Each bar represents the individual resilience level in this particular *Sphere of Resilience* based on a 100-point scale.

In the following section you will find the content of each *Sphere of Resilience* described briefly.



Sample graphic: The Eight Spheres of Executive Resilience

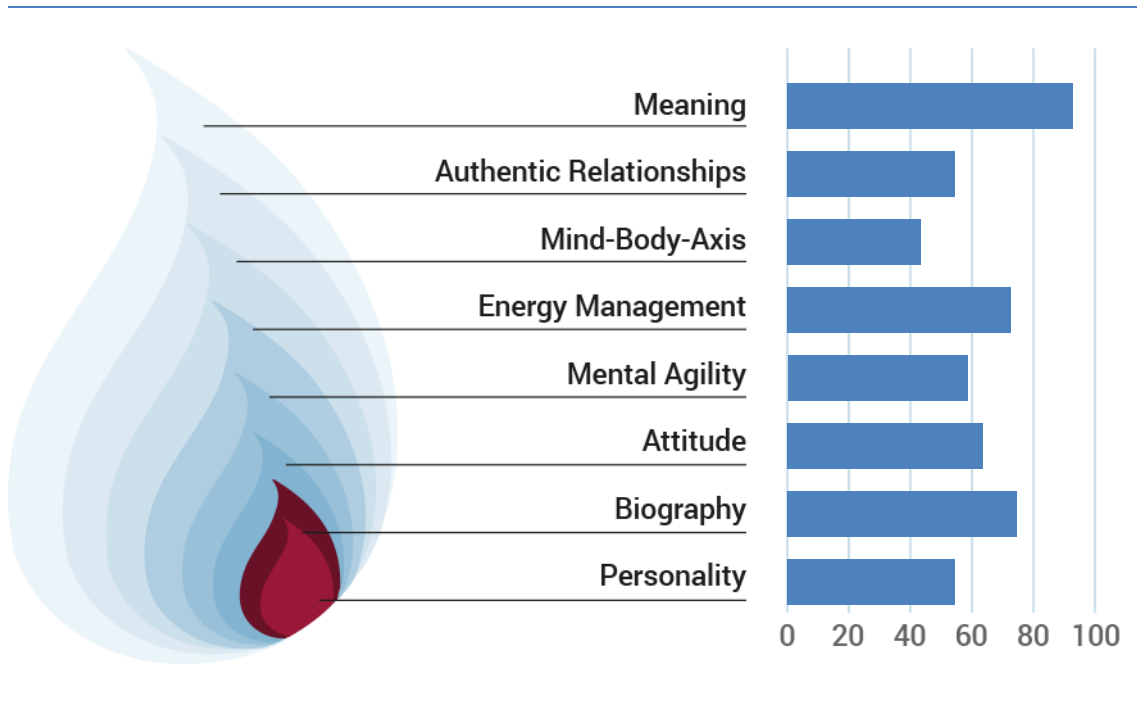
You will also find your specific level of resilience for each of the spheres as well as the significance of it. Your level is plotted both as a numerical value and represented in a graph.

Finally, you will find the top three protective factors as well as the top three risk factors from your questionnaire. This overview will make it easier for you to come up with concrete measures which you need to address in order to improve your level of resilience in this particular sphere.

You can note these down later in this report in the *Insights & Commitment Section*.

Your Spheres of Resilience

Here are your values for the *Eight Spheres of Executive Resilience*:



Your Values for the Eight Spheres of Executive Resilience

Notes

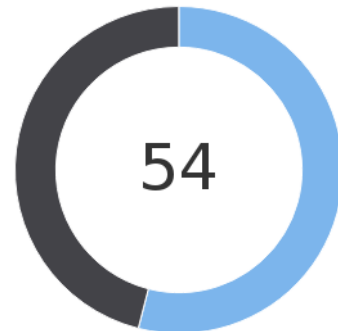
Personality

In the sphere *Personality*, the trait component of executive resilience is measured. An individual's level of stress resistance is a personality trait which is partly genetically predetermined and partly depends on the individual's early childhood experiences. As such, these traits are stable over time and are considered the "raw resilience" of a person.

Of all Spheres of Resilience, the *Personality* sphere is the one that is the most difficult to influence. It is only possible to alter basic, underlying character traits such as introversion and extraversion or a person's emotional stability within very strict limits.

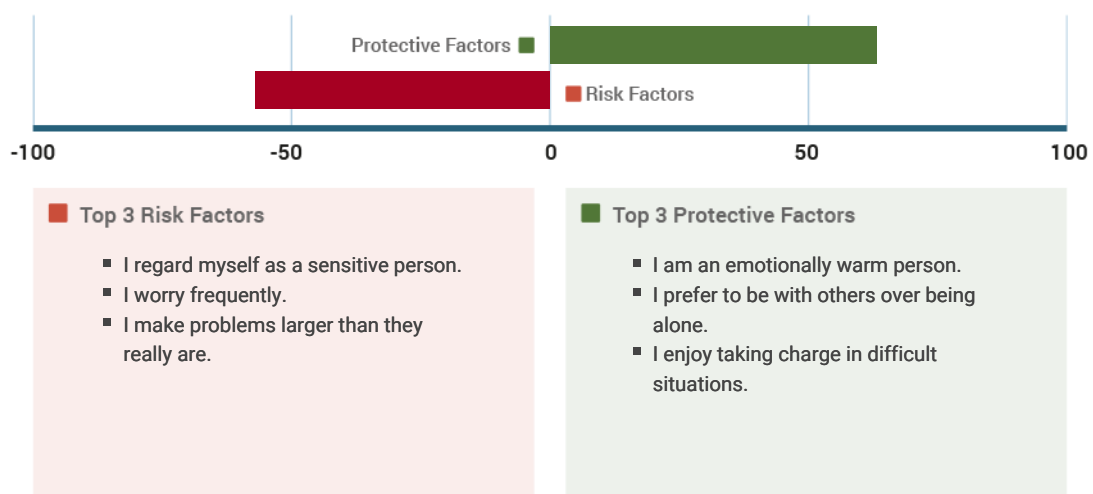
The main focus of the *Personality* sphere is to become better acquainted with your own strengths and weaknesses in order to have better control over yourself.

Your score for the sphere *Personality* is 54 (of 100) which can be considered medium-high. This means that you seem to have a pretty robust personality structure. You are likely to respond well, in many cases, to stress, setbacks, uncertainty and ambiguity. However, you probably also feel overwhelmed from time to time when it comes to new challenges. For these cases, it is important for you to develop effective, self-management strategies and practice them on a regular basis.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



Protective and Risk Factors: Personality

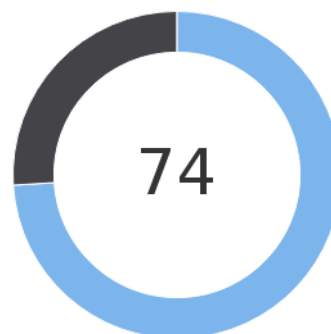
Biography

The sphere *Biography* contains the story a person tells about his own life. It contains the superb moments a person has encountered in the course of their life and also the crises and difficult times he or she had to cope with. These are important resources when it comes to repeatedly dealing with distressing situations constructively and not being pulled down by them.

Being in good contact with one's individual life story helps to overcome memory biases like *landmark and recency effects*. In this sphere we measure the degree to which the biography of an executive is an asset as opposed to a liability.

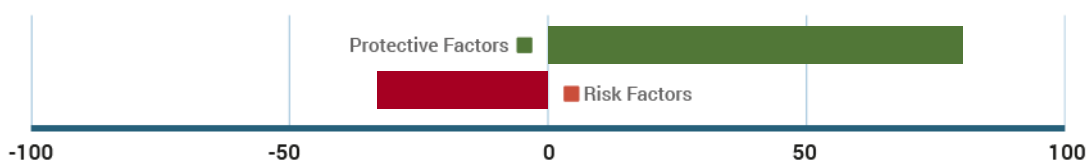
In summary, the sphere *Biography* is concerned with the resources needed to overcome difficult situations from your past.

Your score for the sphere *Biography* is 74 (of 100) which is considered medium-high. This means that you have learned quite a lot of lessons from the key events in your life, and it seems that your personal history has at least partially become an asset for you. In fact, many things which you have experienced in life seem to help you in certain situations cope better with difficult situations today.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



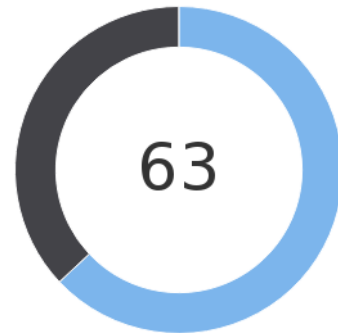
- Top 3 Risk Factors**
- I tend to forget the positive events of my past.
 - I suppress the negative events of my past.

- Top 3 Protective Factors**
- I frequently recall the positive events in my past.
 - I believe I processed negative events of my past well.
 - In the past I took some fundamental decisions which positively impacted my life.

Protective and Risk Factors: Biography

Attitude

The sphere *Attitude* contains the inner stance an executive is choosing by default when confronted with adversity. The attitude of a person is the key differentiator when faced with hardship. It ultimately determines if a difficult situation is perceived as a challenge or a burden. It influences your approach to challenges in life. It gives direction to feelings and thoughts and thus has an effect on the quality of your actions and decisions.



Do you see yourself rather as a "creator" who shapes the future? Or rather as a "victim" who loses control of the circumstances and blames others for things that went wrong? A victim mode is expressed both verbally and non-verbally. It reduces your own emotional serenity and capacity to think. Also, it weakens the quality of your decisions. And yet it is not easy to get out of victim mode. The sphere *Attitude* is, therefore, concerned with developing strategies for constructively influencing your inner stance.

Your score for the sphere *Attitude* is 63 (of 100) which is considered medium-high. This means that you seem to have developed a strong inner stance which helps you to deal with most setbacks and difficult situations. You should continue to focus on developing strategies which help you to be more at ease with adverse circumstances, like practicing mindfulness on a regular basis.

Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



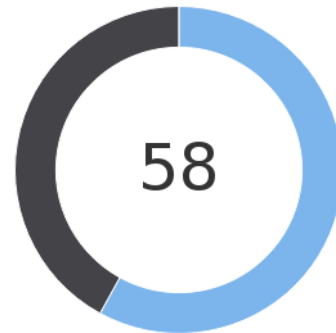
Protective and Risk Factors: Attitude

Mental Agility

The sphere *Mental Agility* contains the openness of an executive to changes which were not imposed by him or her. It measures the ability and the will to continue to learn, to react flexibly to rapidly changing conditions and to embrace uncertainty and complexity with confidence. It requires the willingness to leave one's own comfort zone when entering a new territory, as well as the ability and the will to improvise.

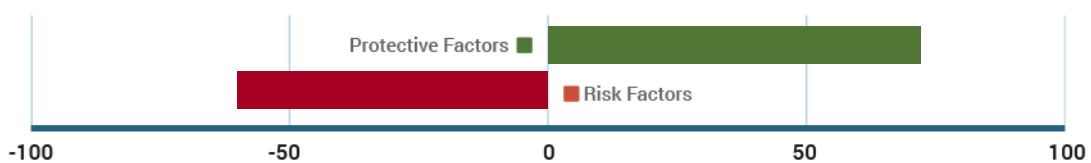
Mental agility as a concept is partially a personality trait but also, to a large extent, living practice. This means that, based on their personality, different people are more or less open to change and ready to leave their comfort zone. This sphere is about learning techniques to further develop this ability in oneself.

Your score for the sphere *Mental Agility* is 58 (of 100) which is considered medium-high. This means that you seem to be dealing with unforeseen developments, changes and ambiguity quite effectively. This is an asset which you should grow. You should consider moving out of your comfort zone even more often in order to stretch yourself. Whilst you are doing this, it will be important that your energy levels are maintained.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



- Top 3 Risk Factors**
- When confronted with a new challenge, I often feel overwhelmed.
 - I appreciate when things are predictable.
 - I suffer when things get out of control.

- Top 3 Protective Factors**
- When somebody gives me feedback, I listen carefully.
 - When unplanned events happen, I deal with them constructively.
 - I actively seek challenges.

Protective and Risk Factors: Mental Agility

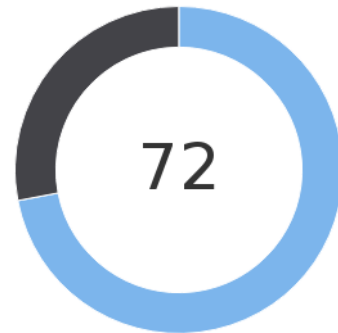
Energy Management

The sphere *Energy Management* contains the established practices of an executive to manage his/her individual energy levels. It can be seen as a collection of simple, fast-working strategies to consciously improve your energy levels and sense of wellbeing.

This sphere is like a first-aid kit for managers and anyone who wishes to work on grounding themselves, recharging, creating more of a distance to everyday problems and, by extension, on being better equipped to deal with difficult situations. It ranges from sport to classical music, spa treatments and theater outings to DIY work and other similarly creative activities.

Strategies for *Energy Management* first have to be developed and then applied regularly to have a positive impact. In this sphere, we measure the level of strategies for self-management, self-organization as well as for dealing with so-called "energy thieves".

Your score for the sphere *Energy Management* is 72 (of 100) which is considered to be medium-high. This means that you seem to have developed effective strategies to manage your energy. You may wish to focus on refining your strategies to get negative energy out of your body and generally try to manage your energy more effectively.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



Protective and Risk Factors: Energy Management

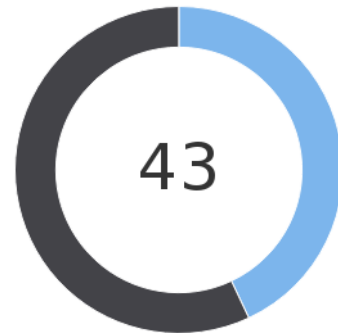
Mind-Body-Axis

The sphere *Mind-Body-Axis* contains the relationship of an executive to his/her own body. Since the body is a very effective lever when it comes to managing the inner world of emotions and thoughts, an established mind-body-axis is of key importance. In this sphere, we measure the effectiveness of this axis.

As humans, we consist of body and mind. Both are inseparable connected and mutually influence each other. Working on the mind-body-axis starts with the amount of sleep and quality of nutrition and goes on to cover various forms of physical exercise, such as endurance sports, yoga and autogenic training, mindfulness and meditation exercises.

When practiced regularly, these forms of exercise can reduce the susceptibility of a person to internal crises. The body is a very useful tool to quickly achieve a healthy inner distance to everyday incidents. It helps to reduce the experience of negative stress. The work in this area focuses on using the body to gain greater inner balance and clarity of thought.

Your score for the sphere *Mind-Body-Axis* is 43 (of 100) which is considered medium-low. This means that you seem to have developed partially effective habits with regards to fueling your mind and body with energy. You should increase the amount of exercise you do as well as put a stronger focus on your nutrition, the amount of sleep you get and on mindfulness practices.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



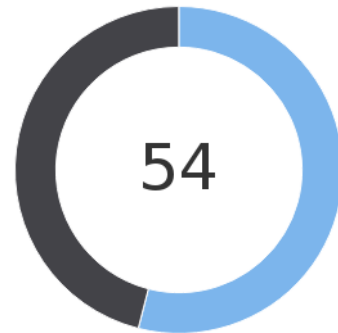
Protective and Risk Factors: Mind-Body-Axis

Authentic Relationships

The sphere *Authentic Relationships* deals with how an executive maintains his/her links to trustworthy people around him/her. Trustworthy, honest relationships are particularly important for managers, since it gives them a brief respite from always being the authoritative decision-maker who constantly has to have a solution for every problem. Authentic relationships to friends, close colleagues, mentors or a coach gives a manager the chance to voice his doubts and fears. This is what makes these relationships so valuable.

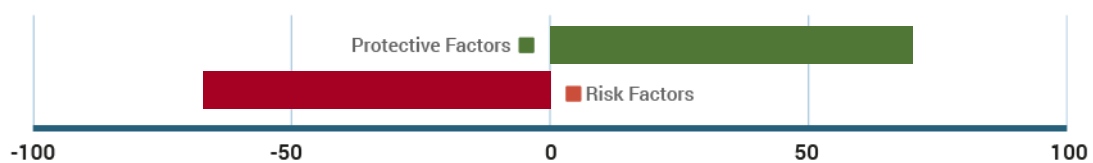
This sphere is therefore about creating an awareness of these Critical Leader Relationships and about then turning these into more regular and professional ones - a personal "supervisory board", so to speak.

Your score for the sphere *Authentic Relationships* is 54 (of 100) which is considered medium-high. This means that you seem to be surrounded by some deep and caring relationships but you are not getting the most out of them yet. You may want to consider rethinking your priorities and continue to nurture bonds to people that you feel you can trust.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



- Top 3 Risk Factors**
- My friends like me because I am successful.
 - When confronted with adversity I isolate myself.
 - I don't have the time to stay in touch with my friends.

- Top 3 Protective Factors**
- I am surrounded by people who accept me the way I am.
 - I make sure that I keep in touch with my friends.
 - I have trusting relationships within my family.

Protective and Risk Factors: Authentic Relationships

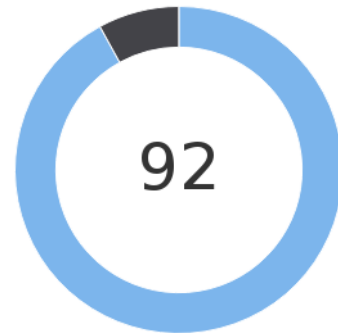
Meaning

The sphere *Meaning* deals with the access of an executive to a strong value system and to a higher purpose. Being aware and recognizing your value system and meaning of life is a powerful driver as it gives access to passion and also provides a high degree of inner autonomy. In this sphere we measure the awareness regarding both these concepts.

Professionally committed, successful people often lead their lives in the fast lane. They put in a great amount of effort, accept a lot of inconvenience for the sake of their jobs and often forget a fulfilled private life in the process. Those who see a purpose in what they do - whose actions feel right and meaningful - are more effective in withstanding professional pressure and life crises.

The sphere of *Meaning* is, therefore, about identifying and developing a manager's personal values, the ones that are really meaningful.

Your score for the sphere *Meaning* is 92 (of 100) which is considered high. This means that you do feel your life has a lot of meaning. This is a great source of energy when life gives you a hard time. Congratulations! You should also bear in mind that aspects of the meaning of life can be fleeting and they need to be refreshed from time to time.



Protective and Risk Factors

Each *Sphere of Resilience* has characteristic protective and risk factors. These can indicate what to strengthen and what to change in your life in order to increase your resilience level.



Protective and Risk Factors: Meaning

Part C: Resilience Continuum

Introduction

As described in Part A of this report, Executive Resilience can be described by the two key dimensions:

Self-Awareness and Self-Management.

This differentiation is critical because many managers confuse being resilient with being tough, ambivalent or even "derailed". However, resilience is not about uncritical severity towards oneself and others, and certainly not about a lack of self-reflection or self-control. Instead, resilient managers are in a position to combine a high level of self-management and impulse control with solid self-reflection and awareness of themselves as individuals.

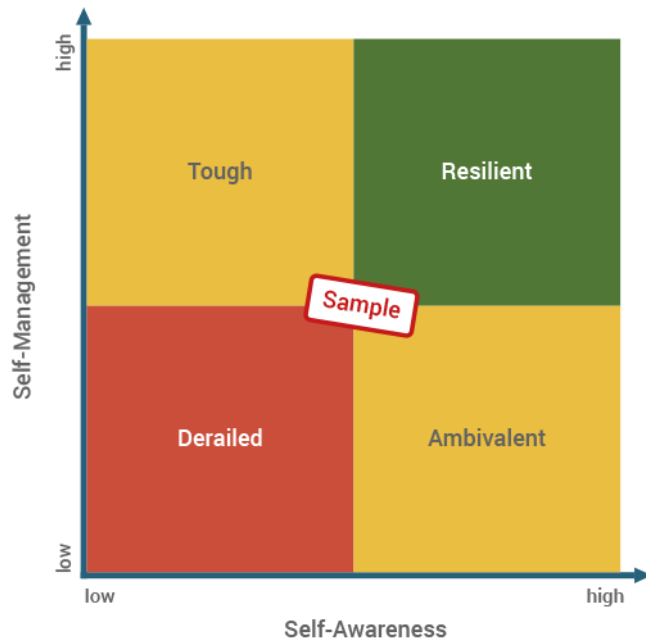
If managers equate the concept of resilience and resilience-based leadership with "encouraging toughness", as some outdated management books advise, then it is just a matter of time before professional or private circumstances arise that are tougher than them. Of course, a certain amount of discipline also plays an important role. However, the capacity for self-reflection and the conscious perception of oneself as a human being, consisting of body, mind and soul, with one's current needs and sensitivities are at least as important.

The adjacent diagram shows in a simplified manner how resilient managers will tend to combine reflection and intuition with discipline and impulse control, while "tough" managers will tend to apply discipline exclusively without much reflection.

If both self-awareness and self-management are lacking, we speak of "derailed" managers, comparable to a train that has come off its tracks and is totally out of control, creating havoc.

If a certain amount of self-awareness is coupled with a weak level of self-management, this is known in research as the "knowing-doing gap" - a phenomenon which most managers fall

prey to from time to time and which we refer to as "ambivalence". This concept describes the fact that, in general, we all know perfectly well what is good for us, our employees and our company, but that we often do not act upon this knowledge; we ignore it.



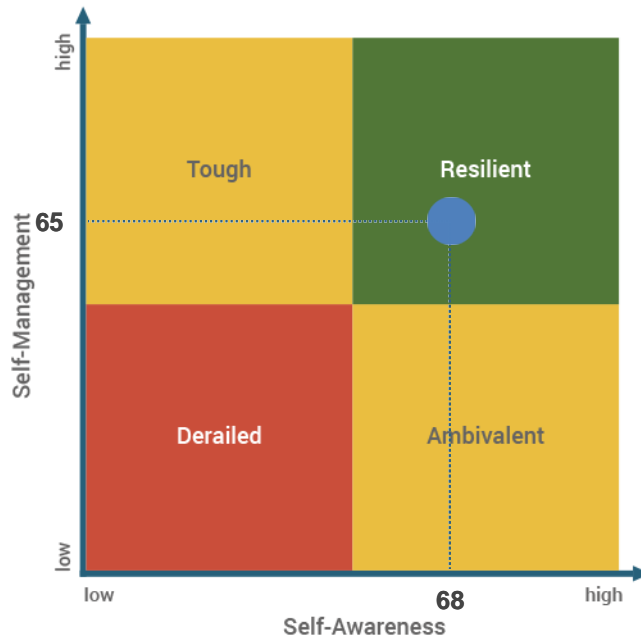
Resilience Continuum: Resilient vs. Tough vs. Derailed vs. Ambivalent

Your Resilience Continuum

This overview considers your individual resilience level expressed by the two key dimensions *Self-Awareness* and *Self-Management*.

Your value for *Self-Management* is 65 (out of 100) which is considered medium-high. Your value for *Self-Awareness* is 68 (out of 100) which is considered medium-high.

Your combined values for *Self-Awareness* and *Self-Management* imply that you have many different strategies for dealing with pressure, uncertainty and adversity which you are actively applying on a regular basis. This puts you in the "resilient" sector. This makes you a pretty resourceful individual. For the future, you should focus on maintaining your high level of self-awareness and self-management as neither are a given but are largely dependent on many different factors beyond our control.



Your Values for the Resilience Continuum

Notes

Part D: Mental Traps

Introduction

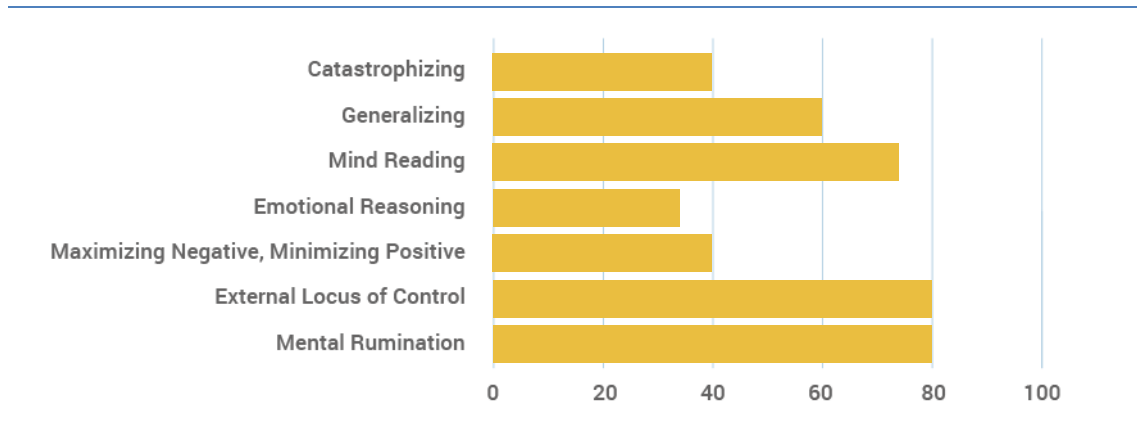
When executives experience difficult, even traumatic situations, such as career crises, severe health conditions or family issues, depending on their personality structure and other factors, they are particularly susceptible to so-called *Mental Traps*.

These are known as dysfunctional cognitive patterns that can frequently be observed when a person is subjected to great pressure. Here are the most prevalent ones:

- **Catastrophizing**
The person concerned turns the solvable problem into an insurmountable crisis by means of distortion and exaggeration.
- **Generalizing**
To standardise the undifferentiated view of the problem, as - without exception - this situation was always that way and will always remain that way, without any chance of improvement.
- **Mind Reading**
People with a chip on their shoulder tend, irrationally, to take everything personally. This often leads them to second-guess everything that is happening to them.
- **Emotional Reasoning**
Under great pressure, emotions and cognitive thinking become blurred. Our actions and decisions tend to be more irrational, i.e. based on emotions. In that state, it is hard to believe something based on facts or logic.
- **Maximizing Negative, minimizing Positive**
Once old self-doubts have been triggered during a crisis, they tend to take control. All of a sudden, previous successes fade into the background and only failures are remembered.
- **External Locus of Control**
In the victim mode it is difficult or even impossible to realistically gauge one's own responsibility for the events and the options available for moving forward out of the misery.
- **Mental Rumination**
When people experience strongly negative emotions or severe stress their thinking tends to go round in circles, i.e. their thinking constantly revolves around a couple of thoughts, again and again.

Your Mental Traps

In the following diagram you can find your own score for *Mental Traps*.



Your Values for Mental Traps

Notes

Part E: Insights & Commitments

Guiding Questions

Here are some questions to guide your reflections. Working on improving your level of resilience requires some levels of insight but much more than that it requires that you actually do the things which you have understood to be helpful for you.

So, we suggest that you note down the insights and commitments which you want to take away with you.

Which insights surprised you?

Which assumptions were confirmed?

What are your protective factors?

What are your risk factors?

What do you want to commit to?

How will you know that you are acting on your commitments?

Which support structures will you need to realize your commitments?



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