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# Resilience and strengthening resilience in individuals

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January 2011

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## What is meant by resilience?

We are driven by a need to survive.

Resilience is a term that is often used to mean ‘bouncing back from a terrible event’ or ‘having strength to cope’, or ‘being determined to see things through to the end’. All these meanings imply people being mentally strong, sufficiently strong to maintain a sense of wellbeing whilst facing challenges.

Resilience is about survival and growth.

Personal resilience is ‘the capacity to mobilise personal features that enable individuals, groups and communities (including controlled communities such as a workforce) to prevent, tolerate, overcome and be enhanced by adverse events and experiences’. (Derek Mowbray 2010)

## Can resilience be measured?

There are a number of questionnaires available to measure individual resilience. In choosing a questionnaire, care needs to be taken in identifying the purpose of taking a measurement, and in how valid and reliable is the chosen instrument. Resilience is dynamic, as shall be shown, and many questionnaires produce a different answer when used at different times and in different circumstances.

The Resilience Assessment Questionnaire (<http://www.mas.org.uk/quest/analysis1.htm>) provides an assessment that has face validity for most people at the time it is completed. However, this helps people to focus attention on a particular aspect of resilience that may require strengthening. It does not provide a guarantee that people who score well are resilient to every adverse event they encounter.

## Why is resilience important?

Most organisations face the serious challenge of psychological presenteeism. This is a term used to describe people who attend work but cannot perform at their best because of events at home or at work that divert their concentration and attention.

The causes of psychological presenteeism are many, and they are shown later as risks and threats to our wellbeing.

However, the cost of psychological presenteeism is estimated to be 1.5 times the combined costs of sickness absence and staff turnover attributable to psychological distress. For some organisations this is a massive cost that is largely preventable.

One approach to preventing psychological presenteeism is to strengthen the resilience of people at work against the risks and threats that occur at work. This is particularly important at times of added challenge such as when businesses and services are faced with economic threats and need to maintain the performance of their managers and employees throughout difficult and challenging times.

Resilience is also important to individuals at a personal level. Those managers and employees facing an uncertain future will need all the inner strength they can muster to energise themselves to take advantage of changing circumstances. Strengthening personal resilience will help with this. Employers, faced with making changes to their staff, will need to maintain a concern for their staff when they leave, for reputational and sound business reasons, for times when businesses and services need to recruit the same skilled employees once more from a shrinking pool of expertise.

## When do we need to call on our resilience?

### Events

We experience events all the time. In psychological terms events form schemas that we evaluate, absorb, accommodate, memorise and respond to. Schemas are like vignettes, scenes and pictures that change constantly.

Events take place within a context. Our evaluation of an event is assisted by our interpretation of the context in which the event takes place.

For the most part we tolerate events semi-consciously because we have experienced them before, and our brains pay little attention to them in terms of placing ourselves on alert about the event.

Occasionally an event will be evaluated by us as being different, and we will focus on why the event is different and try to establish meaning of the event itself. In these situations we tend to 'see' the event as a whole – a bang, or someone falling over unexpectedly – and then begin to find meaning in the event by exploring the event in greater detail – where did the bang come from? What was it like – a gun, firework, car back firing?

Sometimes we place ourselves on alert concerning planned events. Such events may be particularly challenging or involve personalities we respond badly towards. As these events are expected, we may find ourselves rehearsing how to tolerate them.

Our response is based on our evaluation of the event and the meaning we attach to it. How we respond is determined by our personal features and our capacity to mobilise these features. This is shown in the diagram below.



## Risks and threatening events

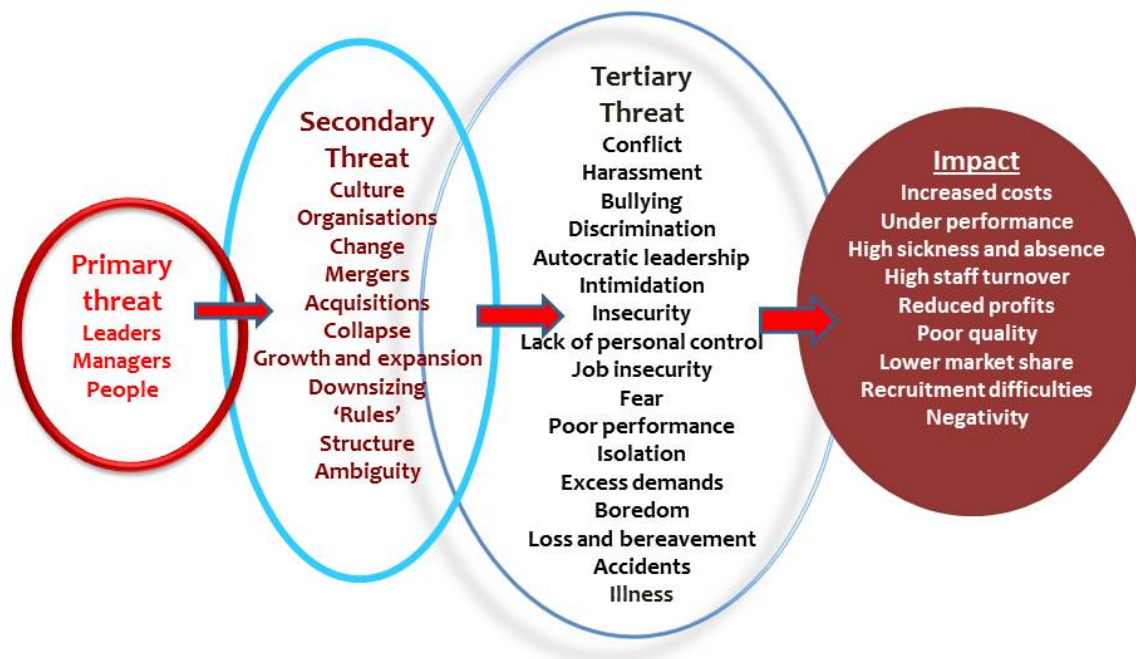
There are foreseeable risks and events that we all experience at least once in our lives. These are risks and threats to our personal wellbeing – the sense we have of feeling well. If we feel well we perform better than if we feel ill. We can feel ill if we are threatened, as such threats are against our survival, and places us on alert.

Our primary risk and threat is ourselves. People cause distress to others on a regular basis, principally because of our difficulty in controlling the responses of others to us. As we wish to maintain control of ourselves and others, we develop many mechanisms for exercising the control over others, such as email, telephone, raised voice, intimidation, actual threats including coercion, regulations, laws, kidnapping, and war. They may each cause psychological distress depending on our degree of resilience.

The secondary risks and threats arise from the existence of organisations. We live in the context of organisations all the time, and they are constantly being formed and disbanded. Some are entirely informal, such as a bus queue or dinner party; others are formal and recognised legally as organisations such as businesses or services. As organisations survive and decline as a result of their ability to respond appropriately to internal and external pressures they go through many changes and these can trigger potential risks and threats to their workforce.

The third level risks and threats arise from events that take place in organisations. These, often, reflect the failed interaction between people. In formal organisations, which may be described as controlled communities, the failed interaction is often between the controller (managers) and staff.

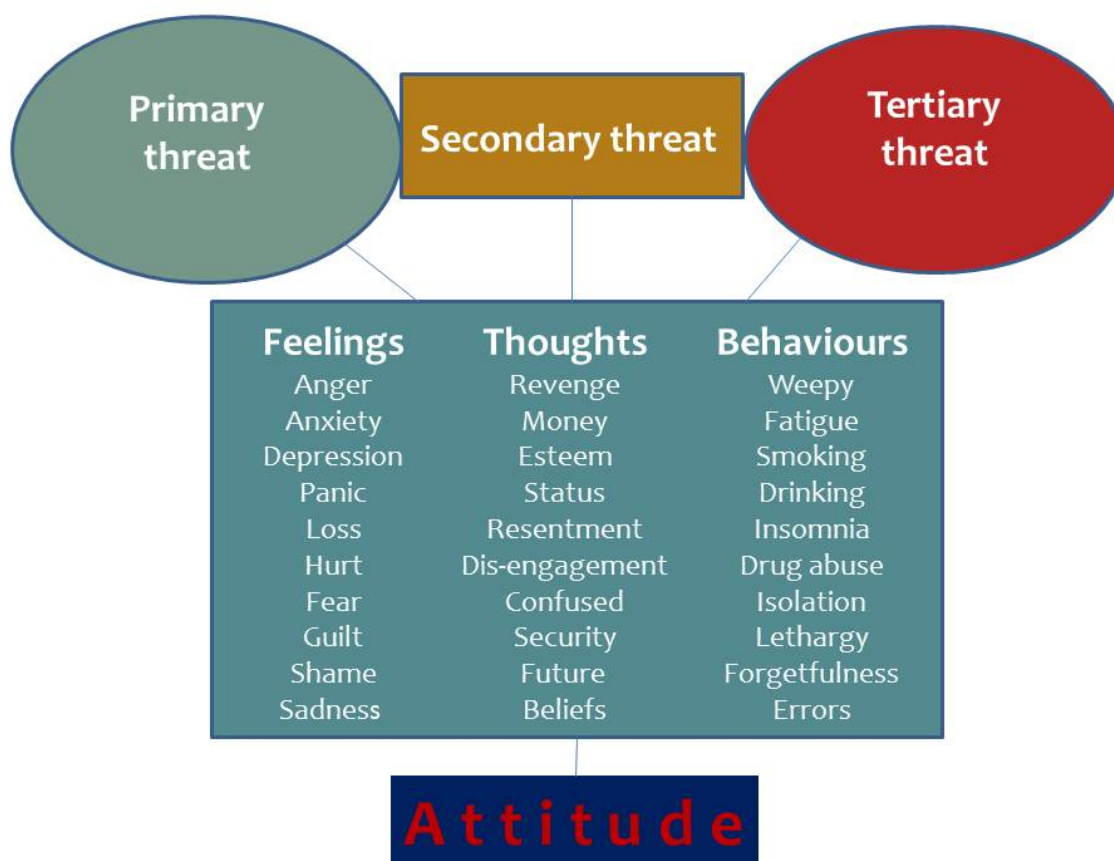
The impact of these risks and threats is to our wellbeing and performance, and to the performance of organisations, as shown in the right hand circle in the diagram below.



## Risks and threats cause psychological distress

### Attitude

Risks and threats trigger a challenge to our survival and wellbeing. We address the challenge and respond to the risks and threats according to our attitude towards them. Our attitudes are determined by our thoughts, feelings and behaviour.



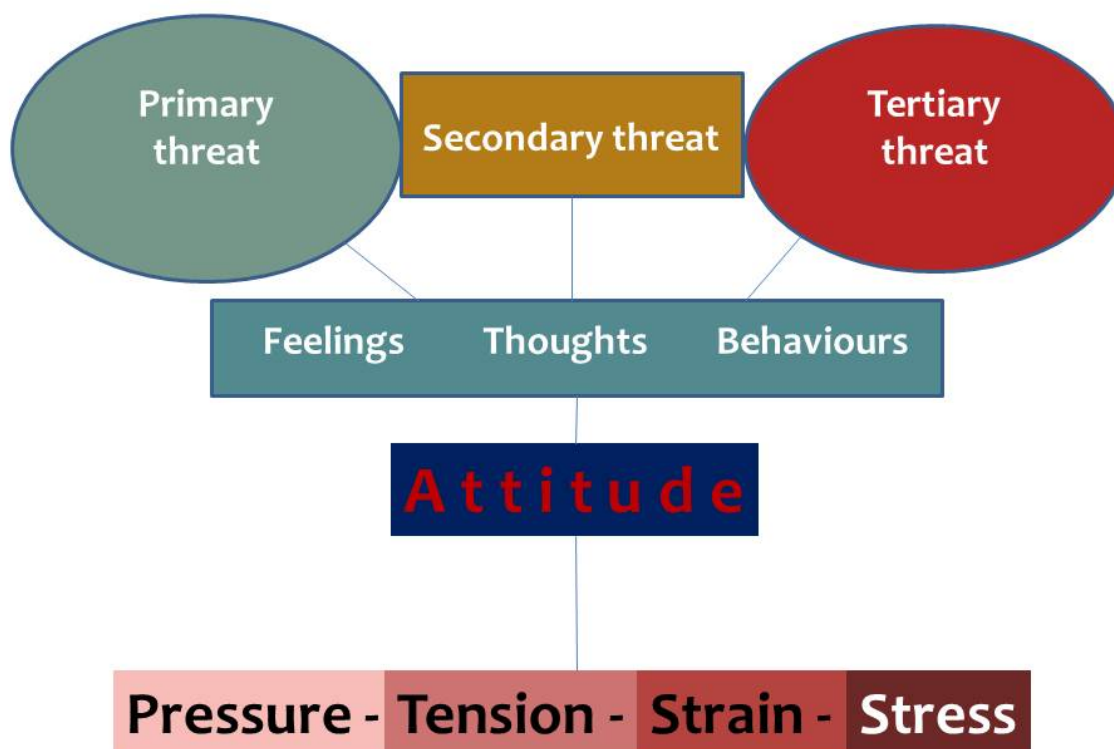
### Stress

Risks and threats to individuals tend to cause stress.

Stress is a term used to denote degrees of anxiety and depression. As there are several degrees of intensity, there are some degrees of stress where early remedial action can prevent deterioration towards more intensive degrees of stress. Ideally, the aim would be to prevent any degree of stress from occurring in the first place.

These levels of intensity are described as pressure (a stimulant until it continues beyond personal control) – tension (a partial stimulant until it goes beyond personal control) – strain (a diversion) – stress (an impairment).

Our attitude towards events influences the degree of intensity of our stressful reaction to events. Strengthening resilience will moderate our attitudes and attenuate the intensity of our stressful reaction.



### Our reaction to events

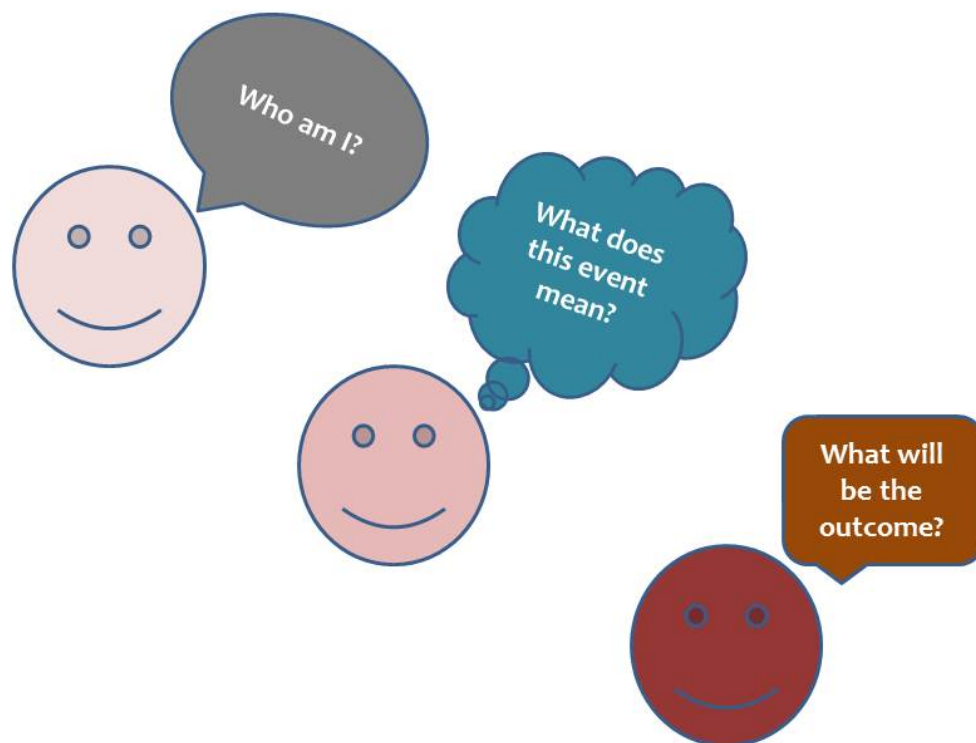
Resilience plays a key part in our reactions to events. For the most part we react to events semi-consciously because we have experienced similar events before, and we have no 'cues' that place us on alert. Cues are triggers that alert us to something we may not have experienced before, or, having experienced a similar event before, places us on alert because we know our reaction will require particular attention.

As shown above, our reaction to events is determined by our attitude towards the event itself. Where events are a risk or threat to our survival we become alert to them.

## Process of reacting to events

We go through processes in reacting to an event:

- 1) Who am I? – the answer lies in our **personal features** – features that make us who we are at the time of the event and inform our attitude towards the event.
- 2) What does this event **mean** to me? – the answer lies in our **evaluation** of the event from which we interpret the event into a meaning on which we base our reaction. This, also, informs our attitude towards an event.
- 3) What will be the **outcome**? – the answer lies in the **skills, personal features and action** we take to achieve an outcome that we want. This, also, informs our attitude towards an event.



## Strengthening resilience is a process of moderating our attitudes towards an event

Our attitude towards an event will trigger some or all of the feelings, thoughts and behaviours shown earlier.

Strengthening resilience is a process that moderates our feelings, thoughts and behaviours to enable us to survive effectively and to move on with energy to grow and develop.



## Who am I? - Personal features

We are driven by the need to survive. Resilience is a process that helps us to survive. It, also, helps us to grow and develop as individuals. Overcoming an adverse event adds to our self esteem, which adds to our confidence, which enables us to approach a similar future adverse event with an attitude that effectively tells us ‘we’ve been here before and it was a piece of cake!’.

Our evaluation of events involves our personal features. These include – our ability to maintain control of ourselves, our tolerance of events, our sense of self esteem, our personal attributes that influence our behaviour; our values and our beliefs; our level of intelligence and the personality type we are; our feelings, emotions, motivation, attitude, and our sense of self efficacy in achieving our self interests. Humour is, also, a key feature. Training in strengthening resilience is about strengthening and bringing clarity to these personal features. A description of what these terms mean is provided in the appendix.

## Influences on our personal features

Throughout our lives we accumulate skills, knowledge and experiences that build our personal features.

In strengthening our resilience we can identify five influences in building our personal features. They are:

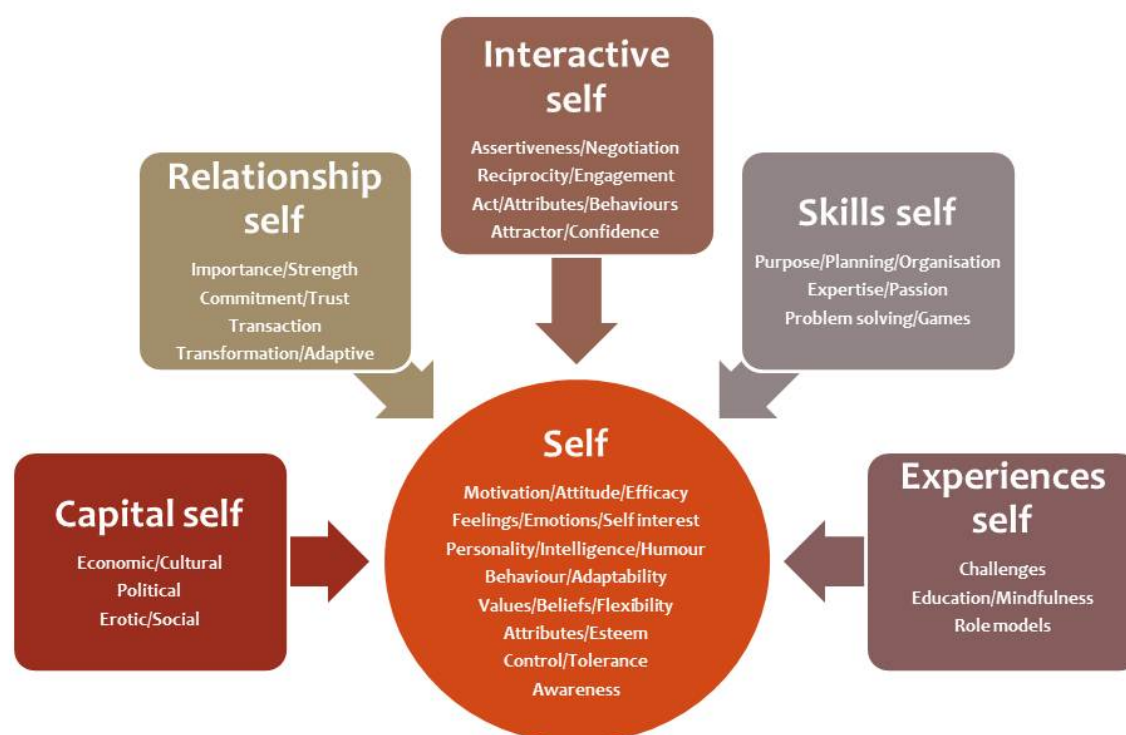
**Experiences** – the experiences we have throughout life that contribute to our resilience, amongst which are challenges, education, our awakening awareness of factors affecting our and other people’s lives, and role models, such as parents and teachers.

**Skills** – skills in identifying purpose, planning and organising our lives at home and at work; our expertise in certain topics or hobbies that turn into a passion for the subject; our ability to resolve problems and challenges, and our ability to play games for fun and enjoyment.

**Interaction** – our ability to interact and communicate with others to survive and grow, with ability to engage with others, understanding that reciprocal support is essential to achieving our interests; our ability to act appropriately in different contexts, and our understanding that we need to be an attractor for people to engage with us effectively. This all adds to confidence.

**Relationships** – our understanding of who is important to us, and how strong the relationship is; our ability to generate commitment and trust within relationships, using style such as transaction, transformation and adaptive techniques. An explanation of these terms is found in the appendix.

**Human capital** – the accumulated skills, knowledge and experience acquired throughout life that equip us with our personal sense of worth, esteem and confidence. Our capital is built from economic, cultural, political, erotic and social factors. An explanation of these terms is found in the appendix.



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## What does this event mean?

### Evaluation

All our personal features play a part in the evaluation of events. They help us define the meaning of events, and help to determine the action we take. The more developed our personal features become, the stronger is our resilience to adverse events.

This doesn't imply that infinite development leads to infinite resilience. We are all capable of experiencing events that leave us shocked and bewildered, as we struggle to understand the meaning of the event and why it should happen. Sometimes events cause us to become 'frozen' by shock and incapable of mobilising the features we possess to tolerate an adverse event. Under such circumstances we need help from someone else, to bring us out of the 'frozen' sensation and help us mobilise our inner features.

Our capacity to evaluate an event depends on our knowledge and understanding of the following factors:

**Objective evidence** – quantifiable facts about the event; this clarifies degrees of uncertainty.

**Subjective evidence** – qualitative facts which help us make personal judgments.

**Appropriateness** – where the event fits with the context in which the event happens; anything we regard as unusual places us on alert. We, also, have a sense of timeliness as to whether the event should have happened now.

**Groupthink** – this normally refers to group opinions that turn into certainties regardless of the evidence; in this situation it refers to what we observe others doing in the same situation.

**Experiences** – our mobilising of our own previous experiences of a similar event, and how these influence the meaning of this event.

**Fairness** – our inner sense of fairness as to whether the event is challenging our sense of fairness. If we feel something is unfair it influences our attitude towards the event.

**Expectation** – our expectation as to what may happen next, and whether we can influence the next event that follows this event.



We take account of each of these factors when evaluating an event and seeking meaning from it. These factors work together, and if any one of them creates discomfort we tend to become more concerned about the event, and call on our personal features to become mobilised to consider the action we take in response to the event.

## What will be the outcome?

### Action and inaction

Resilience has many ingredients and is about many things – it's about **capacity** to do something. The capacity to do something doesn't mean that something will be done. The action taken in the face of an event is a choice between competing demands – **inaction and action**.

### Inaction

Inaction might be stimulated by fear; inaction might, equally, be stimulated by resolving the fear through non verbal blaming someone or something else for the event, producing a passive reaction. Inaction, also, may be a consequence of experiencing many similar situations when we feel that there is nothing we can do, a situation sometimes called **learned helplessness**.

Some events create conflicting ideas in our mind, (for example, to stay with the same employer but doing something we don't wish to do as it's less challenging, or deciding to leave the employer) what we call **cognitive dissonance**, where there is a conflict between potential cognitive outcomes to a situation, something our minds cannot tolerate. One option for resolving the conflict is to blame someone or something else, and thereby maintain our self **esteem** (as no fault is attributable to us, it's attributable to someone/thing else, for example, doing something we don't wish to do as it's less challenging is the fault of the employer, whilst maintaining self esteem), whilst the other option is to take action, thereby placing personal esteem at risk due to the uncertain outcome of the action. Those with strong resilience are more likely to place self esteem at risk and take action, particularly if we have experienced a similar event before and overcome it positively.

### Action

Action is stimulated by an **evaluation** of the event. The evaluation provides meaning. Our personal features determine how the evaluation is conducted and the likely outcome. We also perform an assessment as to the possible outcome of taking purposeful action versus inaction. Purposeful action in this context also may mean deciding not to take action because the evaluation concludes that inaction is the better way of moving forward and surviving.

### Enforced action

If we are obliged to take action, and our resilience is low, we need to find ways of strengthening resilience and self esteem in order to equip us with the strength to take advantage of the opportunities that enforced action offers us. One aspect of this is that self esteem may be maintained by blaming the employer for the enforced action. However, in order to take positive personal action arising from the enforced action will require strong resilience.

## Influential activities

Rather than letting events overtake us and control our destiny, we need to strengthen our resilience to control our responses to adverse events. Maintaining personal control requires discipline and techniques. The mobilisation of discipline and techniques requires constant practice and reinforcement.

There are a number of activities that strengthen our capacity to be resilient. They are:

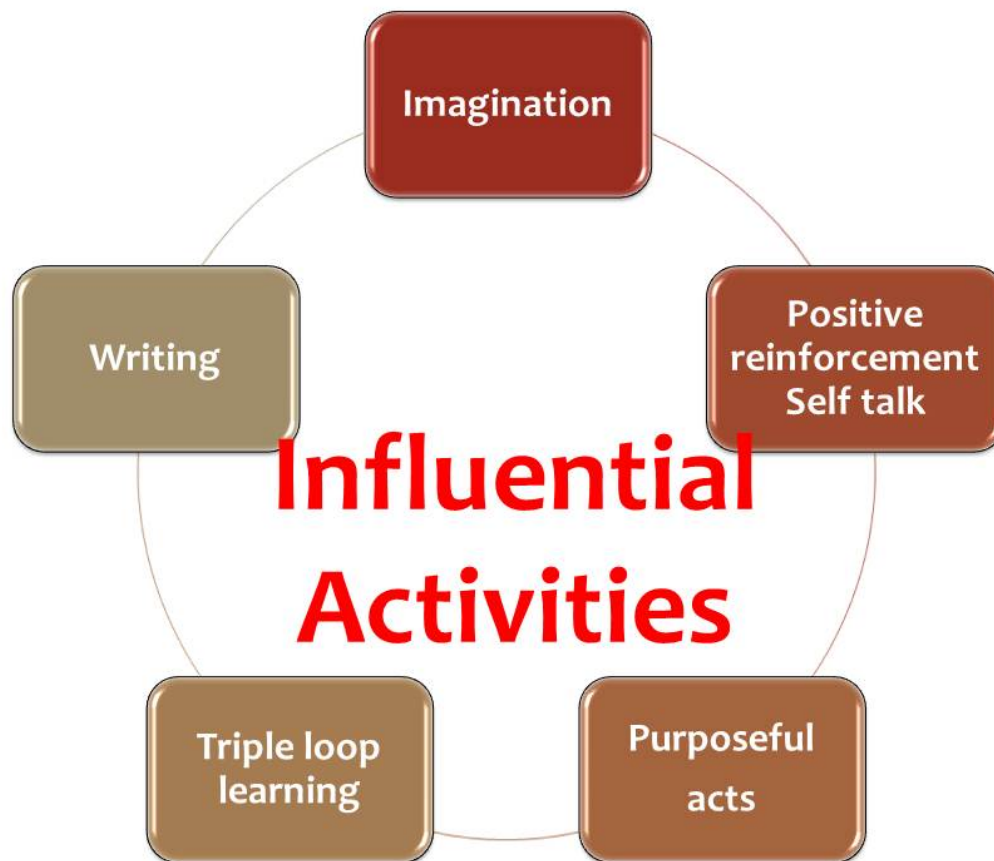
**Writing** – it is clear that writing down thoughts, ideas, feeling, emotions, plans and grandiose schemes helps us to achieve what we want. If we do more than write a reflective diary, but write what we want from a situation, we stand a better chance of achieving it. The thinking process in writing evaluates what we write, in particular when we read what we have written.

**Imagination** – our imagination is enormously powerful. Our tendency is to imagine the worst, sometimes known as catastrophising, as this provides us rehearsal time if something terrible actually happens. On the other hand, if our imagination is positive and constantly imagines a positive outcome, this transmits itself into action.

**Positive reinforcement** – we respond best to positive reinforcement, normally someone else saying something positive about us. In the absence of this, self talk has a dramatic impact on how we feel about ourselves and the actions we take. Sometimes this is called self affirmation. It is a method that helps develop motivation, and is key to changing thoughts, feelings and behaviours.

**Purposeful acts** – those of us who know what we want have a purpose from which purposeful acts follow. These have the features that enable us to ‘ride over’ adverse events as we are focused on achieving our purpose, and can find it easier not to be deflected from the journey we have set ourselves. Envisioning the future in a positive way provides motivation and focus when all around us is in chaos.

**Triple loop learning** – when we wish to adopt habits that strengthen our resilience we need to reinforce the new habits several times, the least being twice. This is known as triple loop learning where a new idea is introduced, it then needs reinforcing in practical ways at least twice more before we begin to adopt the new idea.



### Observations we need to take into account in strengthening resilience

There are some general observations about our thoughts, feelings and behaviours that have an influence on how we can strengthen our resilience. Understanding each of these, and how they impact on our own thoughts, feeling and behaviours, provides insight into why we behave in the ways we do and why we form the attitudes we have.

- We find it difficult to survive on our own initiative without the assistance of others
- We find it easier to survive, grow and develop if we engage with others who provide us with what we need
- We are the principal cause of psychological distress in others – this has the effect of disengaging others from us, depriving us of what we need
- We live in the context of organisations that constantly form and disband
- We all act
- We act according to our understanding of the context and how others expect us to act
- We find controlling ourselves difficult
- We find controlling the response of others difficult and slow to manage
- We are motivated by self interest
- We can only judge others by their behaviour and what they say
- We often mask from others what we genuinely think and feel
- We are good at false attributions
- We are hugely successful

Strengthening our resilience is about strengthening our personal features, our capacity to interact effectively with others, and our ability to engage in the necessary activities to achieve these.

Strengthening our resilience also needs to account for our general thoughts, feelings and behaviours, as described above, and to formulate approaches and techniques that help us moderate our conditioned and existing habits and behaviours.

## Interaction

The analysis of resilience in individuals has shown it to be a mixture of personal features, a capability to evaluate events, and the capacity to mobilise personal features to take action.

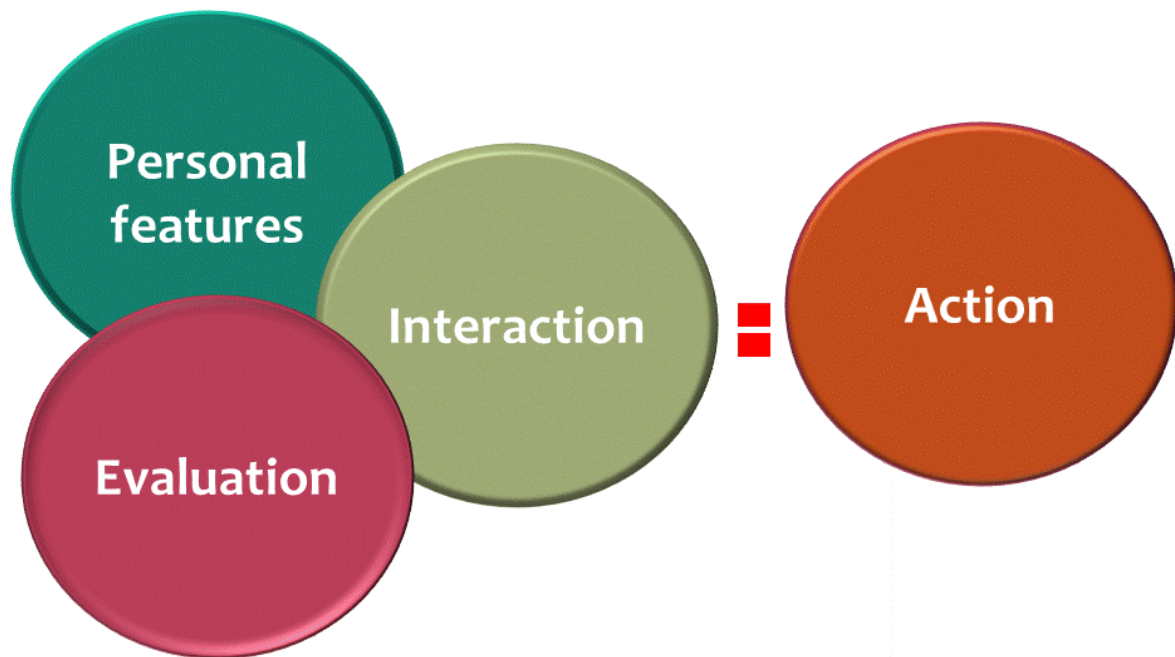
Central to survival is the ability to interact effectively with others, in a way that encourages others to provide what we need to satisfy our self interests. The capacity to interact effectively, therefore, is a central aspect of resilience irrespective of the strength of our other personal features, the capability to evaluate events, or the capacity to mobilise personal features to take action.

Interaction is a process of assessing the situation, assessing the expectation of the other person in the situation, providing to the other person the 'things' you judge the other person needs and wants to satisfy their self interests in the situation, on the basis that they will reciprocate by providing you with the 'things' you need to satisfy your self interests.

Reciprocal support is estimated to occur in more than 50% of interactions, and much higher in those skilled in interaction. Resilient people need to aim for almost 100% reciprocal support in their interactions.

## Strengthening resilience

The aim of strengthening resilience is to build individual capacity in personal features, evaluation, interaction, and taking action.





## Strengthening resilience – an approach

In this approach the emphasis is on strengthening personal features, evaluation, interaction and the influencing activities that are aimed at embedding resilient attributes and behaviours in ourselves.

The approach adopts a 7 element model as shown below:



### 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.

The type of exercises that assist with envisioning the future are those that involve imagination, such as working out what you really want to do with your life, and writing an autobiography of yourself as seen from some time in the future. Imagination always precedes action.

## 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.

The type of exercises that assist in strengthening resilience are those that:

Clarify personal values; build human capital; and clarify beliefs. Exercises that build on the envisioning element, and using the results of those exercises, also, help develop determination.

## Interaction

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

Interaction is about how we behave towards other people. The only person we control is ourself, and yet, 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 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, as self interest is our prime motivator, and feed that self-interest for the other person to reciprocate and feed us with elements to support our self-interest. If we manage all this we are in control, and by being in control we build our resilience.

The exercises that assist in strengthening resilience include:

Embedding the attributes and applying the behaviours that promote commitment and trust; Learning how to be assertive and negotiation;rehearsing self talk, expressions and body language.

## Relationships

***‘Relationships make you glow, make you cry, make you happy, make you despair, but make you human’***

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.

The exercises that assist in strengthening resilience include:

Identifying the strength and importance in relationships, and working on how to improve relationships.

## 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 who have little talent for sorting out puzzles and games. 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.

The exercises that assist in strengthening resilience include:

Those that challenge logical thinking, listening skills, and lateral thinking.

## 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 bring clarity to their working environment by careful planning and implementation. This provides the capacity to 'bounce back' after interruptions to a routine day.

The exercises that assist in strengthening resilience include:

Working out where time goes; planning; tackling uncontrollable time.

## 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.

The exercises that assist with strengthening resilience include:

Placing yourself outside your comfort zone, so anything that is different and challenging, inducing tension that you know you can resolve.

## Triple loop learning

Our habits become embedded within us through a process of conditioning and reinforcement. We can change our habits by adopting the same process, but in a structured manner which is reinforced by a systematic and disciplined set of activities.

Step 1 is to introduce the exercises that assist with strengthening resilience. Examples of these are provided as headlines in this paper.

Step 2 is for small groups of people to discuss and argue about the exercises, and to feedback to each other their own experiences that relate to the relevant element, so that new ideas and different exercises might be discussed and considered.

Step 3 is for each member of the group to practice the exercises on their own over an extensive period of time during which –

Step 4 when the group comes together again to reinforce their progress by discussing how their exercises have gone, and what they are planning to do next.

## Maintaining a diary

As discussed earlier, writing is an important process of changing behaviours and strengthening resolve to take action.

Maintaining a diary about experiences and how we feel about them, together with writing down visions, plans and actions, will provide the opportunity to reflect on personal progress in strengthening resilience.

## Resilience piggy bank

An approach that strengthens resilience is to buy a piggy bank and every time an adverse event occurs for which personal focus is required to tolerate, overcome and move forward positively, we place money in the piggy bank.

This works well when we are confronted by a colleague or friend who is especially difficult, even a bully. Every time this colleague or friend acts in a threatening manner, put money into the piggy bank. At the end of a week or month, take the money out and spend it on something pleasurable. This provides humour, a diversion from the threatening person, and ultimately pleasure from purchasing something desirable. We may not be able to control the response of the other person, but we can derive some 'hidden' pleasure from their adverse behaviour. Eventually we may almost wish for an unpleasant event as we know we will derive something desirable from it. We find our tolerance strengthens as does our resilience.

## Conclusion

Resilience is about our capacity to tolerate and move on with strength after experiencing an adverse event. Through an understanding of how our resilience is built and expanded we are able to strengthen our resilience by taking certain actions.

Our resilience is, also, strengthened by overcoming adverse experiences and adverse events, as success in overcoming these adds to our self esteem and provides the confidence needed to, more easily, overcome a similar experience in the future. This may not happen for every adverse event, but is a likely outcome for those who have adopted and practised exercises that are outlined in this paper.

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For more information about programmes to strengthen resilience email Barbara Leigh at [Barbara.leigh@mas.org.uk](mailto:Barbara.leigh@mas.org.uk) or call 01242 241882.



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*He is a coach, facilitator and consultant, who also has a specialist practice in resolving serious conflicts at work.*

## Appendix – meanings of terms in this paper

### **Adaptive principles**

Shared responsibility for managing an organisation; encourages Elephants in the Room to be placed on the table and resolved; independent judgment; developing leaders; embedded learning.

### **Attractor**

A person to whom people are attracted in times of chaos

### **Attitude**

An individual's like or dislike for someone or something

### **Beliefs**

Opinions that are held to be true

### **Emotions**

A state of mind

### **Feelings**

A conscious subjective feeling of a state of mind

### **Humour**

Experiences that provoke laughter and amusement

### **Human Capital**

Social – relationships

Economic – resources

Political – networks

Erotic – attractiveness stimulating erotic sensations

Cultural – the arts

### **Intelligence**

A property of the mind including related abilities, such as the capacities for abstract thought, understanding, communication, reasoning, learning, learning from past experiences, planning, and problem solving.

### **Motivation**

Driving force which causes us to achieve goals

**Personal attributes**

Loyalty  
Commitment  
Honesty and integrity  
Enthusiasm  
Reliability  
Personal presentation  
Common sense  
Positive self esteem  
Sense of humour  
Balanced attitude to work and home life  
Ability to deal with pressure  
Motivation  
Adaptability

**Personality**

Types, traits, and individual differences between people

**Self efficacy**

The belief that one is capable of performing in a certain manner to attain certain goals

**Self esteem**

A person's overall evaluation or appraisal of his or her own worth

**Tolerance**

A fair, objective, and permissive attitude toward those whose beliefs or personal characteristics (race, religion, nationality, etc.), differ from one's own.

**Transaction**

An agreement, communication, or movement carried out between separate entities or objects, often involving the exchange of items of value, such as information, goods, services, and money.

**Transformation**

An approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders.

**Values**

An absolute or relative ethical value, the assumption of which can be the basis for ethical action.