

Why is understanding and developing Mental Toughness valuable?

Mental Toughness describes the mind-set that every person adopts in everything they do. It is closely related to qualities such as character, resilience, grit, etc. It is defined as:

“A personality trait which determines, in large part, how people respond to challenge, stress and pressure, irrespective of their circumstances”.

Mental Toughness is important and valuable for everyone at two levels.

Firstly, it explains why people and organisations behave the way they do. Personality can be defined as an individual's characteristic pattern of thinking, feeling, and acting. - Personality can explain individual differences and how individuals act in to specific events.

The output from many personality measures and psychometric instruments is designed to examine specific psychiatric behaviour i.e. the acting dimension. That is perfectly reasonable and there is little doubt that this is a good and valuable purpose for these measures. But it is different from MTQ48 in important ways.

Mental Toughness is a personality trait which describes mindset. It examines what is in the mind of the individual to explain the way *why* they behave the way they do. So there is an obvious link between mindset and behaviour.

You could describe mindset as both the pre-cursor to behaviour and the explanation for much behaviour.

Secondly, Research and case studies from around the world show that Mental Toughness is a major factor in most of the important outcomes for individuals and organisations:

- **Performance** – explaining up to 25% of the variation in performance in individuals. MT people deliver more, work more purposefully, show greater commitment to purpose and are more competitive. This translates into better output, delivery on time and on target and better attendance.
- **Wellbeing** – more contented. MT people show better stress management, better attendance, are less likely to develop mental health issues, sleep better and are less prone to bullying. They can take stressors in their stride.
- **Positive Behaviour** – more engaged. MT people are more positive, more “can do”, respond positively to change and adversity, how better attendance, contribute to a positive culture and are more likely to accept responsibility and to volunteer for new task and activities.
- **Openness to Learning** – More aspirational. MT people are more ambitious, prepared to manage more risk – seeing opportunity for learning everywhere, setting high standards and manage transition – crucially important in the 21st century.

These translate into real and tangible benefits for organisations and individuals.

Crucially all can be developed through targeted coaching, training and development .

