RESILIENCEBUILDER

Exploring the links between Personality Types & Resilience

Steve Howe

ICF Doha, November 2024

Introduction – Steve Howe

- \> 35 Years in the IT Services Industry

- 25 years in Leadership roles – General Management and Sales

- Hewlett Packard Enterprise for 13 years
  - VP Global Consulting with $1bn P & L responsibility

- Left HPE in Oct 2017 to drive a more balanced lifestyle of consulting, executive coaching, university lecturing and adventures!

SEMA GROUP

Schlumberger

Hewlett Packard Enterprise

Where in the World?

RESILIENCE BUILDER®

Agenda

- **Introduction**

- **What is Resilience?**

- **Characteristics of highly resilient people**

- **The ResilienceBuilder Model, Assessment Tool and Report**

- **Myers Briggs Type Index (MBTI) overview**

- **Resilience and Personality Types**

  - **Research**

  - **Data Insights**

- **Summary**

- **Q & A**
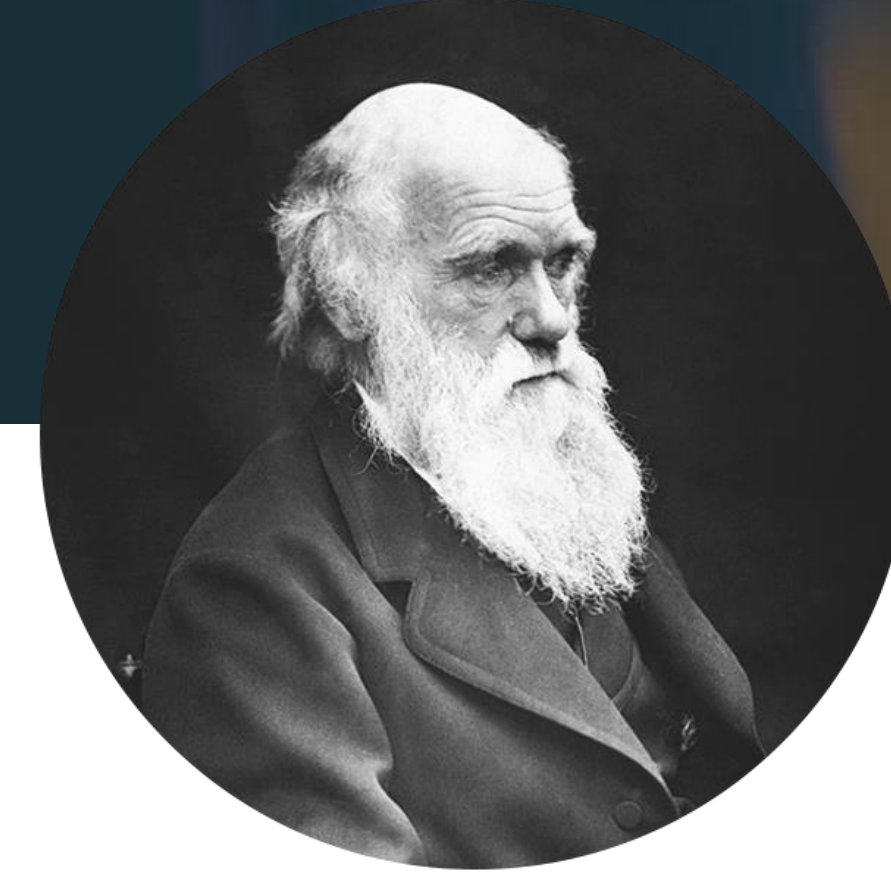
- **Close**

What is Resilience?

01 The capacity to recover quickly from difficulties; toughness

02 The ability to withstand or overcome adversity and successfully adapt to change and uncertainty; flexibility

03 The ability of a substance or object to spring back into shape; elasticity

"It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change."

Charles Darwin

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Building Resilience

We are born with a level of inbuilt resilience, but how we build on this depends on our life's circumstances and our responses.

Resilience can only be developed when we experience setbacks and work through them.

Setbacks provide us with the opportunity to learn new skills and equip ourselves for challenges which may arise in the future.
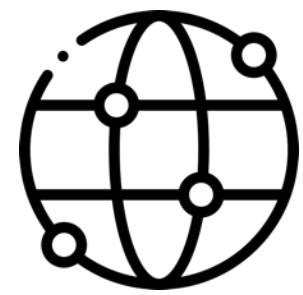
Avoiding challenging situations can be detrimental to our ability to cope with adversity.

We can actively develop our level of resilience and our ability to cope with difficult situations going forwards.

Why Resilience is Important

Globally, 5% of the population suffers from some form of depression and 13% suffers from some form of mental illness.*

Younger people are generally more anxious and pessimistic than previous generations, with around 1 in 5 children and adolescents suffering from a mental health disorder globally.*

Burnout is increasingly common in the workplace, with increased levels of absence due to mental illness estimated to cost the global economy $1 trillion each year.*
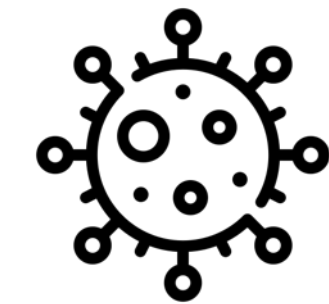
The Covid-19 pandemic together with the global economic situation, climate change, conflict and the energy crisis all contribute to an increase in anxiety and depression.

*Statistics from The World Health Organisation - 2019

In future, organisations will need to provide a positive and flexible working environment with a culture supportive of change, adaptability and learning, along with a focus on relationships and networks.

What Makes a Person Resilient

What do you think are the key characteristics of a highly resilient person?

According to various resilience scales and research, the most common characteristics possessed by highly resilient people are:

Optimism, adaptability and persistence, with the ability to manage stress effectively.

A sense of purpose and meaning to their lives, with clear goals aligned to their personal values.

Taking care of themselves through healthy eating, regular exercise, restful sleep and a good work/life balance.

High levels of self-awareness, self-efficacy and self-esteem, with the ability to manage their emotions.

A highly supportive network of family, friends and colleagues – people they can trust and confide in when things get tough.

The ResilienceBuilder® Model

RESILIENCEBUILDER®

PURPOSE
Having a clear sense of purpose and defined goals.

EMOTIONAL INTELLIGENCE
High levels of Emotional Intelligence (EQ) enable us to recognise and manage our emotions.

SOCIAL SUPPORT
Having a strong social support network of family, friends and colleagues.

PHYSICAL STAMINA
Good exercise, nutrition and restorative sleep are critical to improving resilience.

MENTAL STRENGTH
Mental strength determines how well we cope with daily challenges, and how adaptable we are.
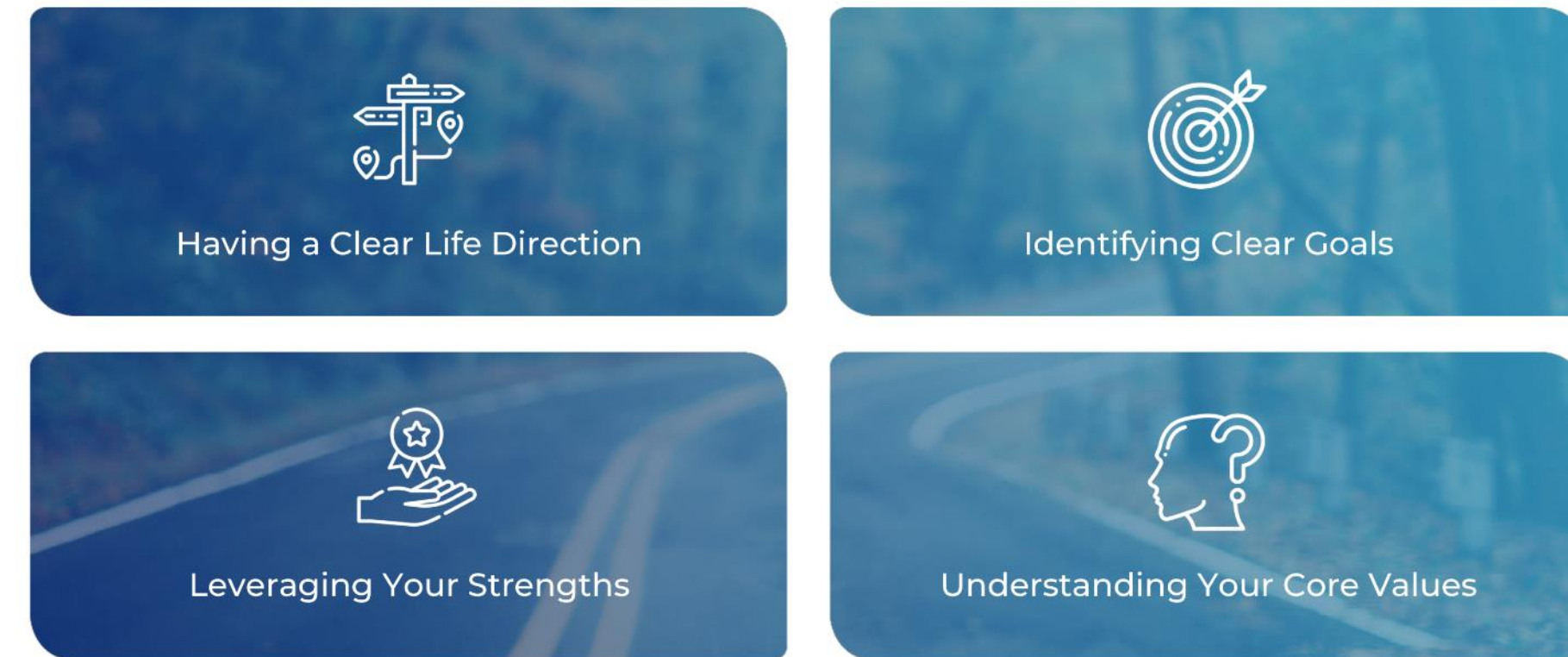
Mental Strength
Sub-facets

- Prioritisation
- Avoiding Procrastination
- Perseverance
- Positivity and Optimism
- Managing Perfectionism
- Self-confidence
- Keeping Things in Perspective
- Adapting to Change
- Focusing on Things You Can Control
- Self-efficacy

Purpose
Sub-facets

- Having a Clear Life Direction
- Identifying Clear Goals
- Leveraging Your Strengths
- Understanding Your Core Values

Physical Stamina
Sub-facets

- A Healthy and Balanced Diet
- Regular Exercise
- Quality Sleep
- Separating Work from Home
- Work/Life Balance
- Ability to Relax and Recharge
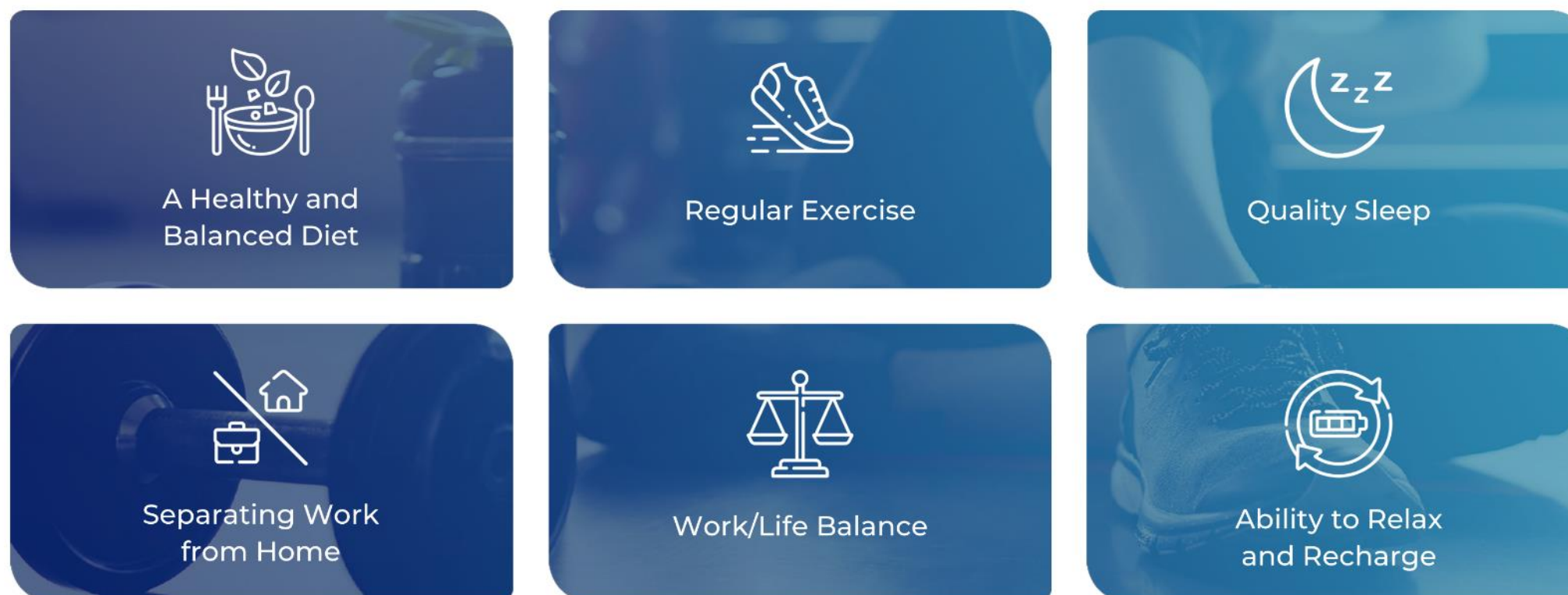
Emotional Intelligence
Sub-facets

- Self-awareness
- Managing Emotions
- Self-esteem
- Managing Conflict
- Recognising Stress Triggers
- Seeking Feedback
- Asking for Help

Sub-Facets most correlated with Resilience
Based on ResilienceBuilder Data Analysis 2024

	Sub-Facet	Correlation Co-efficent
1.	**Managing Stress**	0.884
2.	**Positivity**	0.853
3.	**Self Confidence**	0.834
4.	**Adaptability**	0.765
5.	**Managing Emotions**	0.756
6.	**Self Awareness**	0.706
7.	**Self Efficacy**	0.673
8.	**Prioritisation**	0.605

ResilienceBuilder Overview & Flow
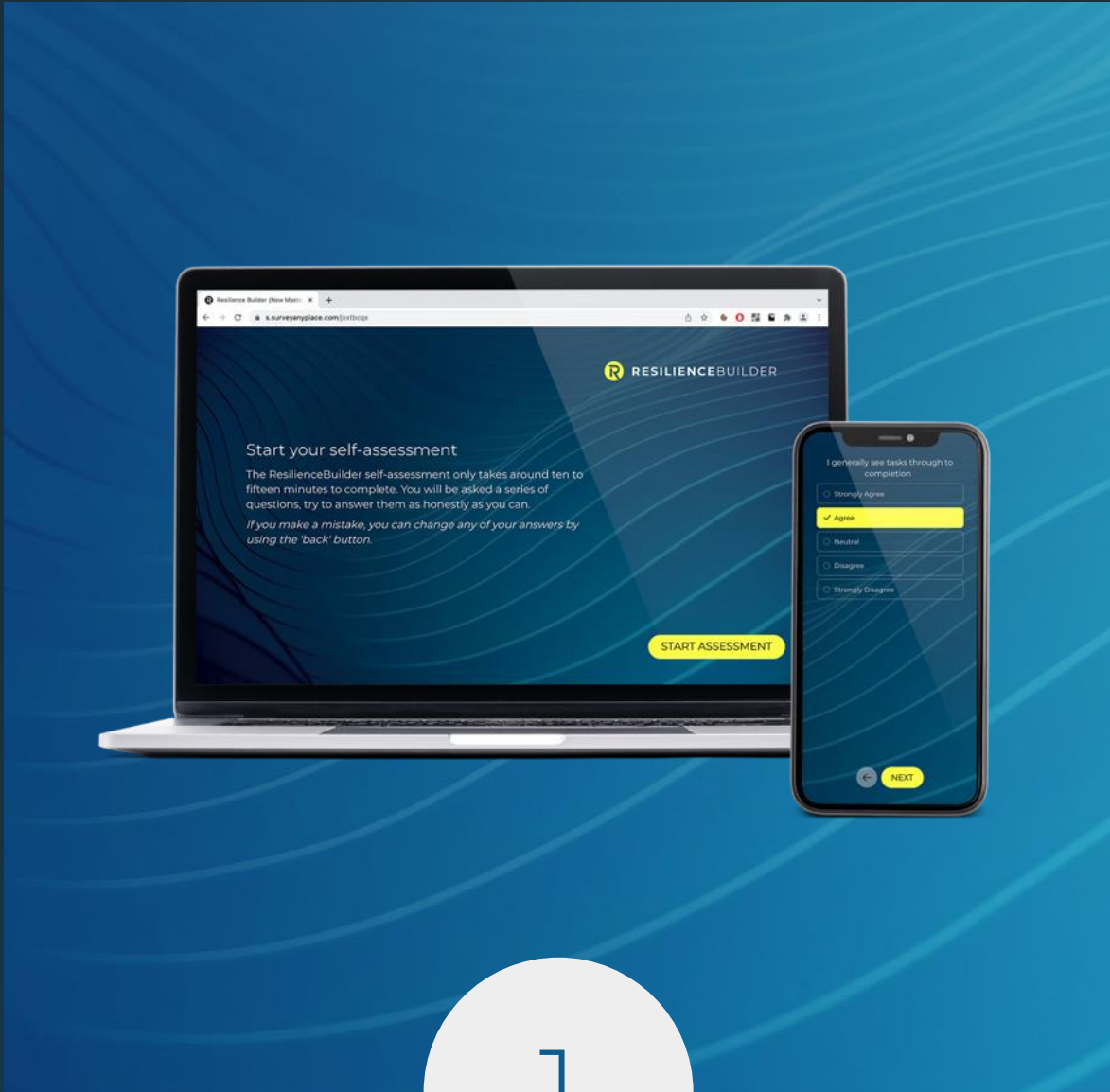
1

RESILIENCEBUILDER®
ASSESSMENT TOOL

2

PERSONALISED
REPORT

3

GROUP DATA
ANALYSIS

4

TARGETED GROUP
WORKSHOP &
1:1 COACHING

RESILIENCEBUILDER®
Assessment Tool & Report

RESILIENCEBUILDER®

Start your self-assessment

The ResilienceBuilder self-assessment only takes around ten to fifteen minutes to complete. You will be asked a series of questions, try to answer them as honestly as you can.

If you make a mistake, you can change any of your answers by using the 'back' button.

START ASSESSMENT

I generally see tasks through to completion

○ Strongly Agree
✓ Agree
○ Neutral
○ Disagree
○ Strongly Disagree

NEXT

ASSESSMENT TOOL

49 questions,

Your Resilience
Self Assessment Report

RESILIENCEBUILDER

Self Assessment Report

58%

Your resilience level is - **Emerging**

...ates that there are a number of areas which you should invest in to ...vel of personal resilience. Based on the answers you provided in the ...u have also been scored in each of the five key aspects of resilience. ...will explain what your scores mean and provide you with information in specific, highlighted areas.

56% — Purpose
76% — Physical Stamina
40% — Emotional Intelligence
80% — Social Support

80% — Social Support

RESILIENCEBUILDER®
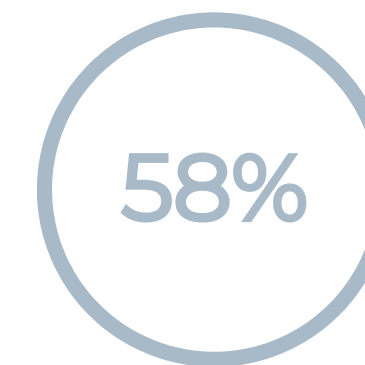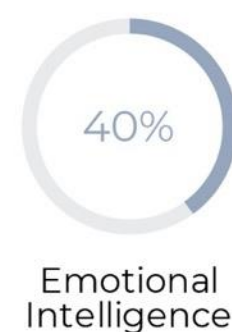**ASSESSMENT REPORT**

RESILIENCEBUILDER®

Assessment Report

58%

Your resilience level is - Emerging

This score indicates that there are a number of areas which you should invest in to increase your level of personal resilience. Based on the answers you provided in the questionnaire, you have also been scored in each of the five key aspects of resilience. This assessment will explain what your scores mean and provide you with information in specific, highlighted areas.

61%	56%	76%	40%	80%
Mental Strength	Purpose	Physical Stamina	Emotional Intelligence	Social Support

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58%

Your overall resilience level is - EMERGING

This score indicates that there are a number of areas which you should invest in to increase your level of personal resilience.

How Your Resilience Score is Calculated

Your score is calculated using the answers you provided in the questionnaire. It gives an indication of your current level of resilience.

In order to actively develop resilience, it is important to firstly understand your current level, then identify what you can do to strengthen it further.

To find out how you scored in each of the five aspects of resilience, take a look at the ResilienceBuilder Model and advice pages which follow. Based on the answers you provided, you will receive guidance in areas which have been highlighted as benefiting from further development.

81%-100%
STRONG
This score indicates that you already have a strong level of resilience and can cope with adversity and manage stress effectively.
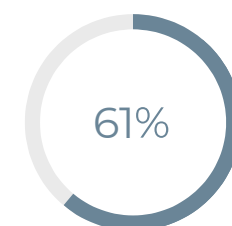
61%-80%
GROWING
This score indicates that you have a solid foundation on which to build your level of resilience, with some areas needing development.

0%-60%
EMERGING
This score indicates that there are a number of areas which you should invest in to increase your level of personal resilience.

61%

Mental Strength

In the area of Mental Strength, your level of resilience is 61%. Mental strength determines how well we cope with daily challenges, how adaptable we are when our situation changes and how we remain positive and optimistic under difficult circumstances.

Your answers to the questionnaire indicate that you may benefit from focusing on the following areas:

Adapting to Change

We live in a fast-moving world where change is the constant all around us. The global financial crisis, climate change, the global pandemic, technologically advancements and a rapidly changing business environment, all impact our lives and affect the way we live and work. During periods of change and uncertainty, we tend to focus on routine and the things we can control. However, existing practices and routines are often less effective in dealing with the new norms, so we need to be more flexible and adaptable when coping with change.

R RESILIENCEBUILDER TIP

In essence, we need to embrace change and be open to new ways of working and the opportunities which they could bring. When a major change occurs we typically go into a stage of shock followed by denial, continuing to operate in the same way as before. The sooner we can move through this stage and onto acceptance, the sooner we can embrace change and move forward positively.

Positivity and Optimism

Positivity is one of the key attributes that you will need in order for you to succeed in your endeavours, as long as it is balanced with a good sense of realism, to avoid the danger of blind optimism. Increasing your own level of optimism is possible and you can start by challenging your 'self-talk' – the voice in your head which constantly comments on your life and can tend to be negative. Turning those negative thoughts into positive feelings and actions will help you develop your optimistic and positive outlook on life. Changing your self-talk will make you feel more confident, calm and in control.

56%
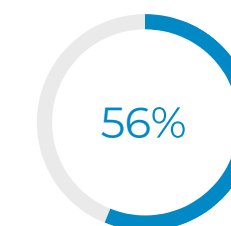
Purpose

In the area of Purpose, your level of resilience is 56%. Having a clear sense of purpose and defined goals – in our personal lives and at work – is a key factor when it comes to building resilience. Knowing what we are trying to achieve helps us to bounce back and stay on course following setbacks, enabling us to remain true to ourselves and our values.

Your answers to the questionnaire indicate that you may benefit from focusing on the following areas:

Defining a Clear Purpose or Direction in Your Life

A key aspect of developing resilience is having a clear purpose or meaning to your life. Having a clear vision of where we are headed and what we are trying to achieve helps us stay on course, even when obstacles are presented along the way. Having that sense of purpose enables us to get back up when we are knocked down and stay focused on our destination. Without this sense of purpose, many people find it hard to recover from setbacks and maintain forward momentum. Having a career plan is one example of a defined purpose which can help us maintain direction and overcome obstacles.

R RESILIENCEBUILDER TIP

Defining a clear purpose or direction can take many forms, but one common factor is a clear understanding and visualisation of what success looks like. This could be in terms of your overall life e.g. 'I want to help others,' or 'I want to improve the world for future generations,' or it could be more specifically aligned, for example, to a career goal e.g. 'I want to be a VP level by the time I am 40.' Whatever your vision is, make it clear, tangible, measurable and achievable with a defined timeframe. Working with a coach can help you define your purpose and vision.

Identifying Clear Goals With Timelines and Actions
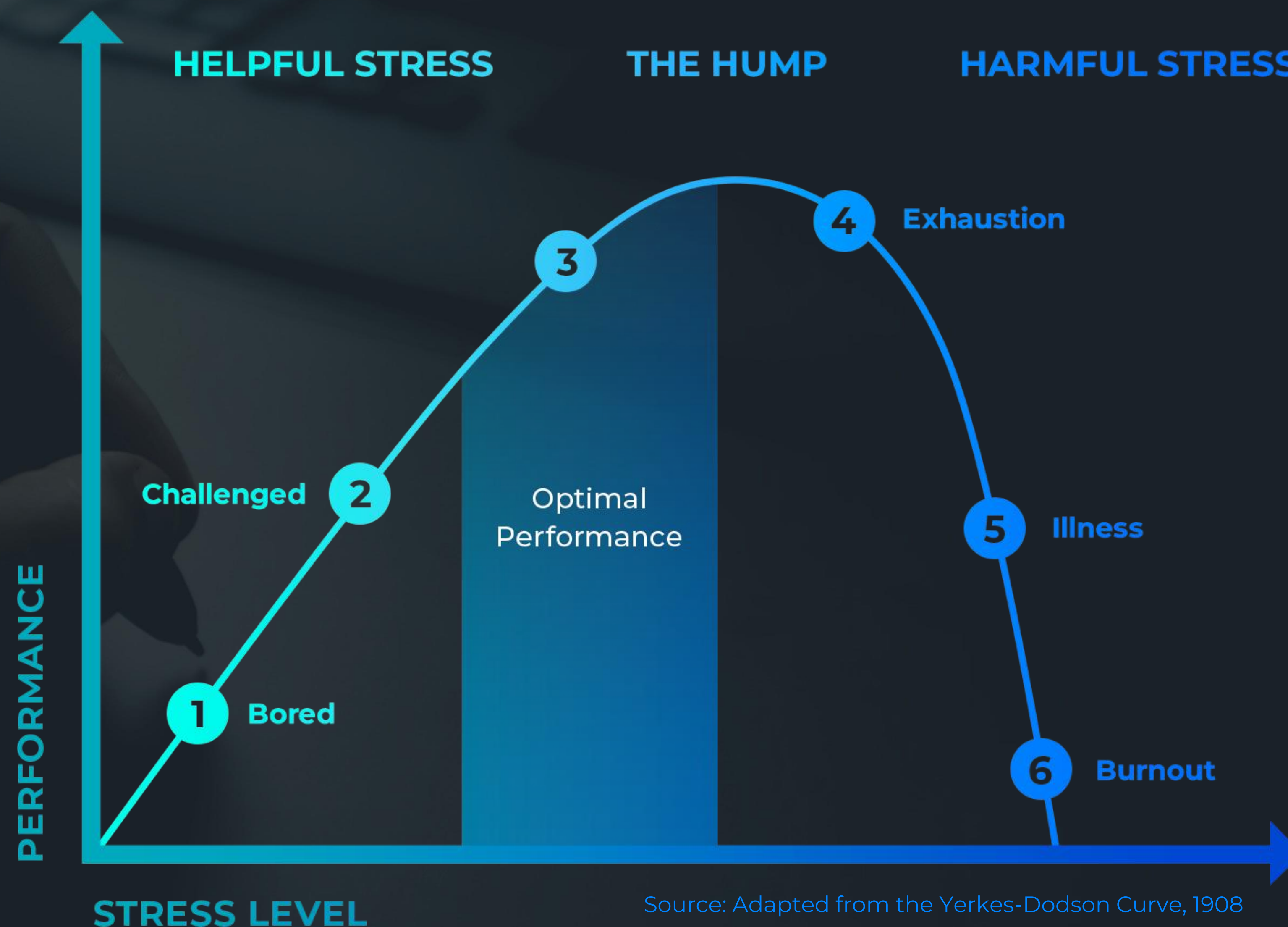
Having established your vision or purpose, it is important to break it down into clearly defined steps or milestones with actions and timelines to help you achieve success. Without this it will be very difficult to achieve your vision and you may become disheartened at the lack of progress.

**Data Insights
from the
ResilienceBuilder Assessments**

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Stress v Performance

RESILIENCEBUILDER®

(?) Where are you now on this graph?

(?) What is the highest number you have been in past 12 months?

(?) What are the causes of stress at work?
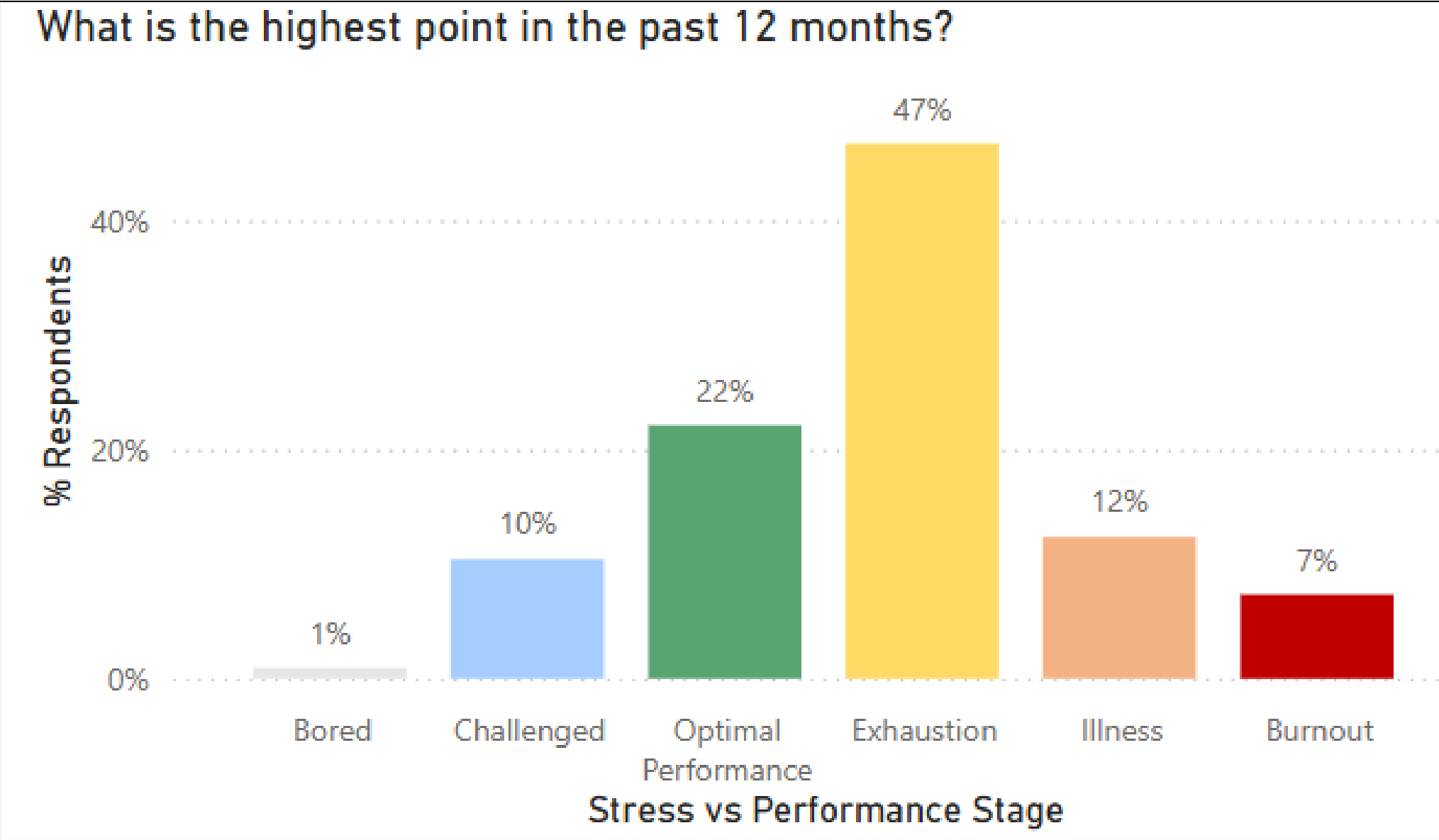
HELPFUL STRESS **THE HUMP** **HARMFUL STRESS**

4 Exhaustion

3

Challenged **2**

Optimal Performance

5 Illness

1 Bored

6 Burnout

PERFORMANCE

STRESS LEVEL

Source: Adapted from the Yerkes-Dodson Curve, 1908

Resilience Data
Technology Sector
N=1,151

Resilience Levels ▼	# People	% People	Average Resilience Score % ▼	Average Mental Strength Score %	Average Purpose Score %	Average Physical Stamina Score %	Average Emotional Intelligence Score %	Average Social Support Score %
Strong	451	39%	85	84	90	78	85	87
Growing	682	59%	73	72	78	65	74	76
Emerging	18	2%	56	55	57	51	55	57
Overall Resilience Score	**1151**	**100%**	**77**	**77**	**83**	**70**	**78**	**80**

Where are you right now?

What is the highest point in the past 12 months?
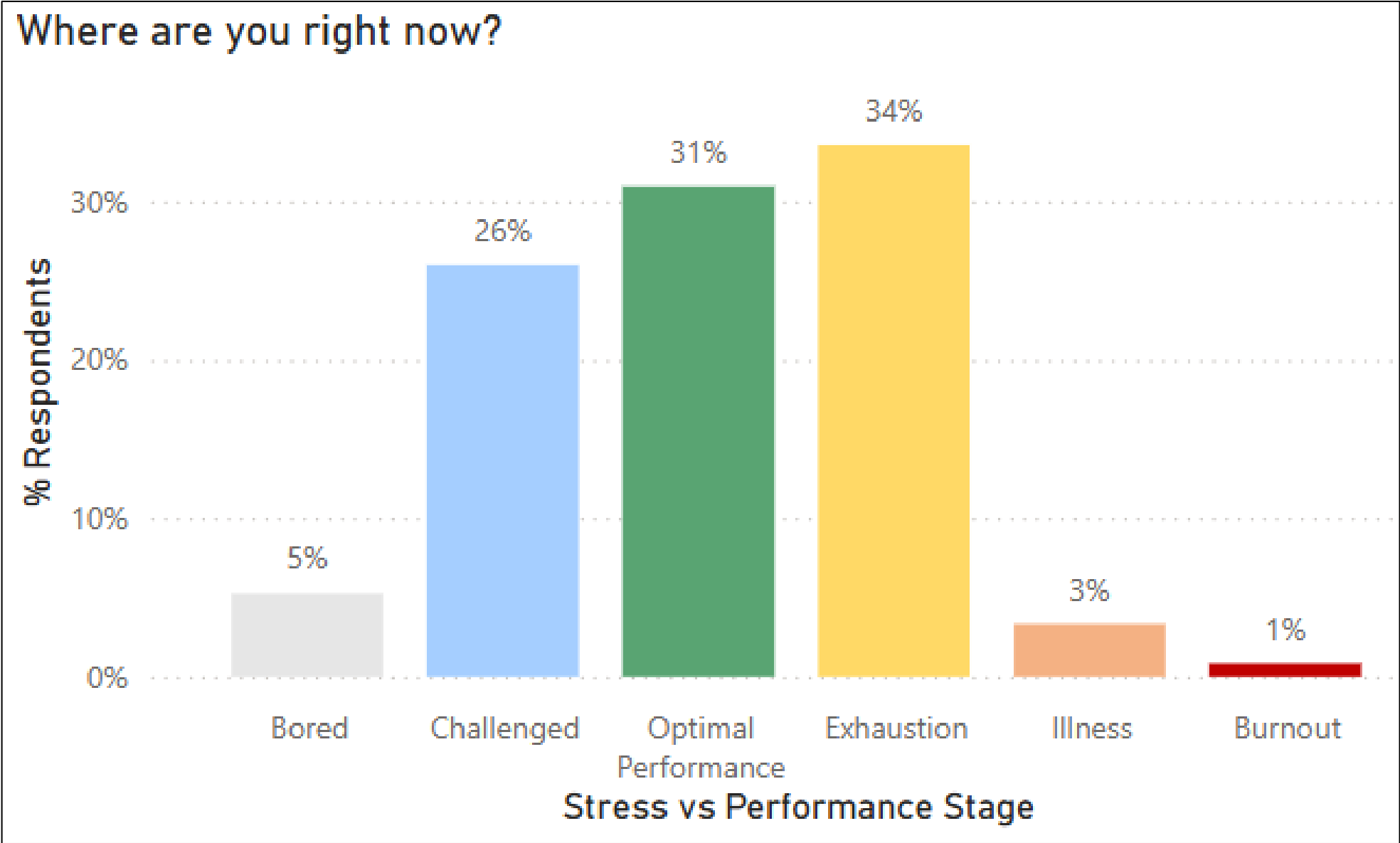
Resilience & Stress v Performance Data
Technology Sector
N=1,151
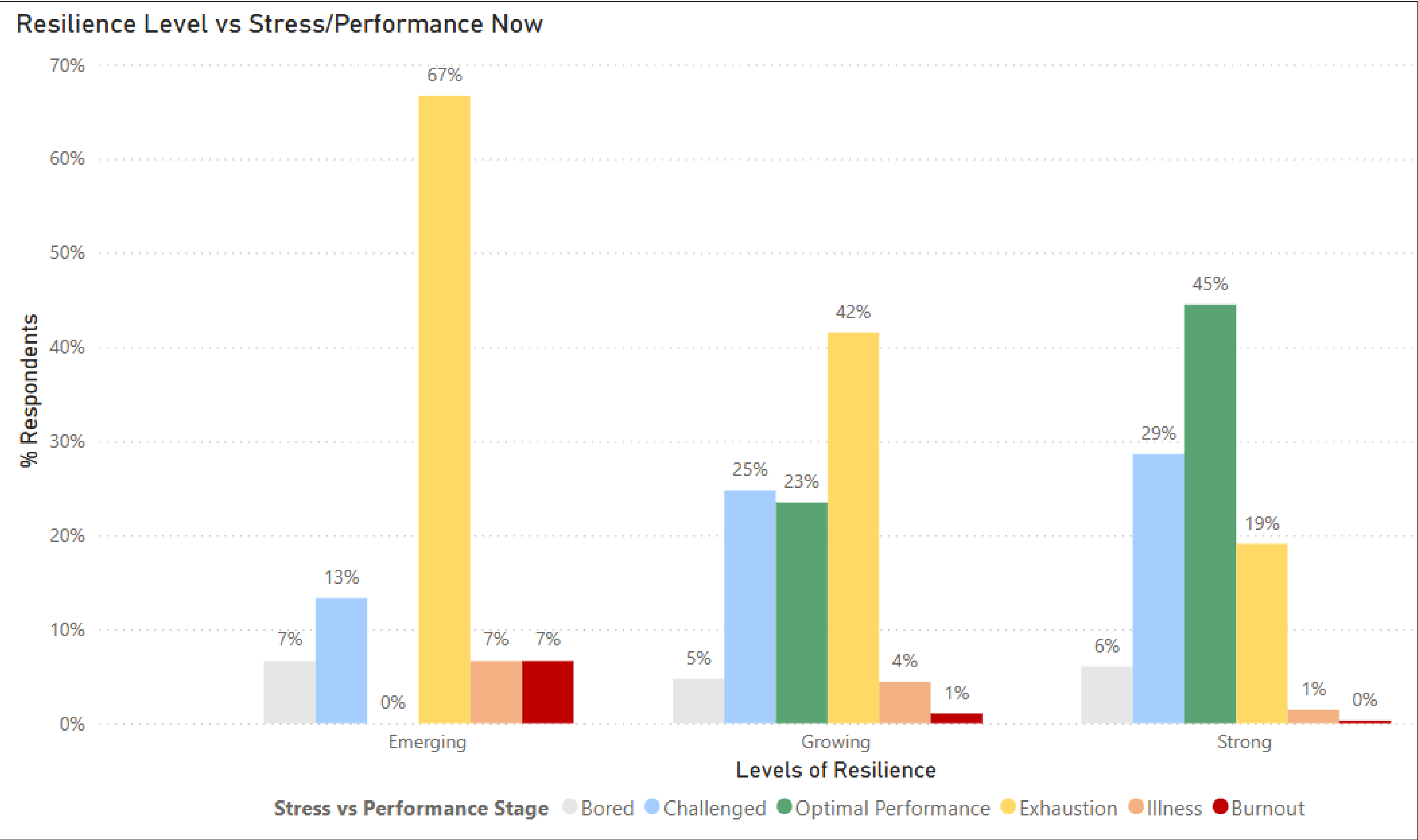
Resilience Level vs Stress/Performance Now

% Respondents — Levels of Resilience

	Emerging	Growing	Strong
Bored	7%	5%	6%
Challenged	13%	25%	29%
Optimal Performance	0%	23%	45%
Exhaustion	67%	42%	19%
Illness	7%	4%	1%
Burnout	7%	1%	0%

Stress vs Performance Stage: Bored, Challenged, Optimal Performance, Exhaustion, Illness, Burnout

People with a Strong (High) Level of Resilience are:

- c. 2 x more likely to be at optimal performance

- c 2 x more likely to avoid exhaustion

- c. 4 x more likely to avoid illness

Compared to those with Growing(average) levels of Resilience

Mental Strength & Physical Stamina
Technology Sector

Mental Strength

Resilience Levels	Individuals	Adapting to Change	Focus and Control	Perfectionism	Perseverance	Perspective	Positivity	Prioritisation	Procrastination	Self Confidence	Self Efficacy
Strong	451	1%	46%	43%	5%	7%	0%	11%	44%	2%	5%
Growing	682	21%	76%	49%	18%	36%	12%	44%	77%	45%	32%
Emerging	18	72%	100%	61%	72%	78%	89%	100%	89%	100%	89%
Total	**1151**	**14%**	**65%**	**47%**	**14%**	**25%**	**9%**	**32%**	**64%**	**29%**	**22%**

Note: % represents the % of people with potential challenges in each area

Physical Stamina

Resilience Levels	Individuals	Exercise	Nutrition	Separating work/home	Sleep	Time to Relax	Work/life balance
Strong	451	25%	17%	43%	26%	65%	31%
Growing	682	45%	37%	66%	51%	92%	55%
Emerging	18	83%	56%	89%	83%	94%	78%
Total	**1151**	**38%**	**30%**	**58%**	**42%**	**82%**	**46%**

Note: % represents the % of people with potential challenges in each area

🟩 Strength - <15% have challenges in this area   🟥 Group Development Priority ->30% have challenges in this area

🟨 16%-30% have challenges in this area

Myers Briggs Type Indicator

- Is based on the work of Carl Jung
- Assumes that behavior is based on preferences
- Theorizes that preferences are formed early in life
- There are no better or worse types to be; each type has its strengths and possible pitfalls.
- Is extensively used in individual and team coaching

"Learn your theories as well as you can, then put them aside when you touch the living miracle of the human soul."
- Carl Jung
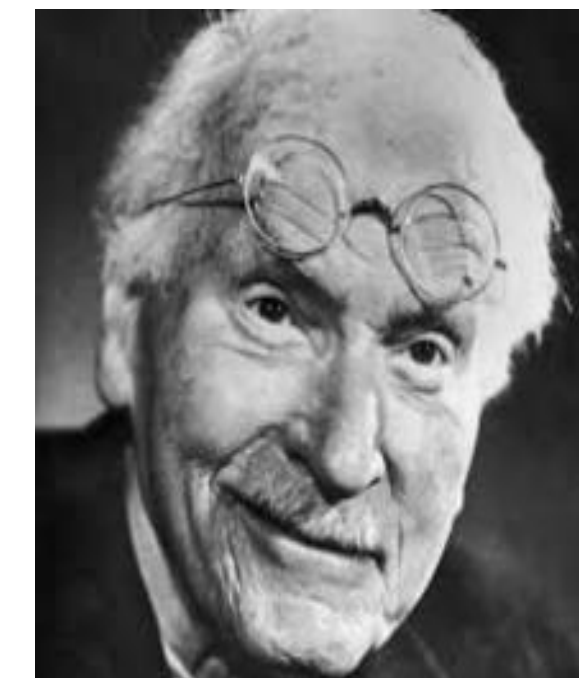
The Myers-Briggs Company

The four preference pairs

EXTRAVERSION	–	INTROVERSION

How do you direct and receive energy?

SENSING	–	INTUITION

How do you take in information?

THINKING	–	FEELING

How do you decide and come to conclusions?

JUDGING	–	PERCEIVING

How do you approach the outside world?

mbti

The four preference pairs

EXTRAVERSION	—	INTROVERSION

How do you direct and receive energy?

mbti.

E–I: Characteristics
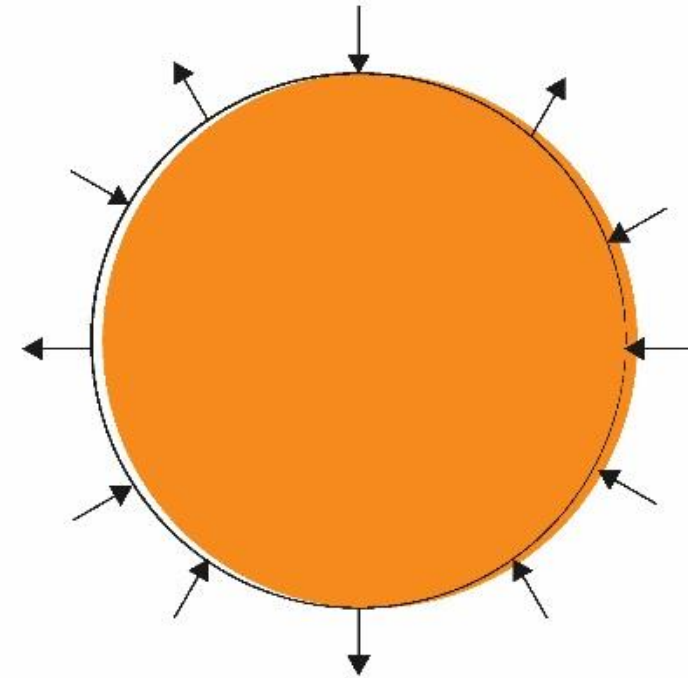
Tend to act before thinking	Tend to think before acting
Prefer to get into action quickly	Prefer to spend time on reflection
Talk things through	Think things through
Are more expressive when interacting	Are more contained when interacting
Gain energy from interaction	Gain energy from concentration
Have a breadth of interests	Have a depth of interests

Remember, Extraversion–Introversion is not about sociability or social confidence.

mbti

The four preference pairs

SENSING	INTUITION

How do you take in information?

mbti

S–N: Characteristics

Want to know the facts	Seek out new ideas
Look at the specifics	Look at the bigger picture
Adopt a realistic approach	Adopt an imaginative approach
Focus on the here and now	Anticipate the future
Ensure things work in practice	Ensure things work in theory
Collect observations	Use conceptual frameworks

Remember, Sensing isn't "sensitive" and Intuition isn't "gut feeling."

mbti.

The four preference pairs

THINKING	FEELING

How do you decide and come to conclusions?

mbti.

T–F: Characteristics
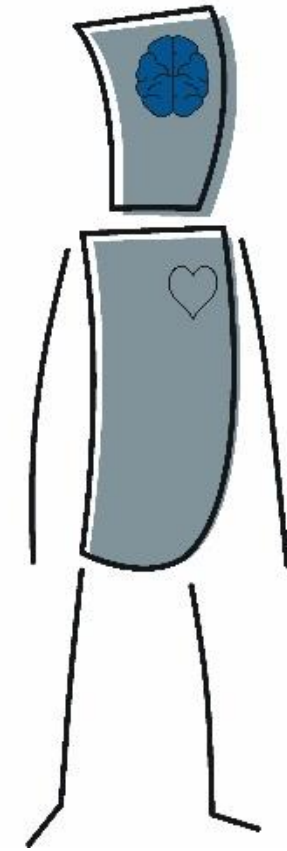
Apply logical reasoning	Apply individual values
Use-cause and-effect analysis	Understand others' viewpoints
Seek objective truth	Seek harmony
Decide using impersonal criteria	Decide by personal circumstances
Focus on tasks	Focus on relationships
Provide a critique	Offer praise

Remember, people who prefer Thinking can feel and people who prefer Feeling can think.

mbti.

The four preference pairs

JUDGING	– –	PERCEIVING

How do you approach the outside world?

mbti.

J–P: Characteristics
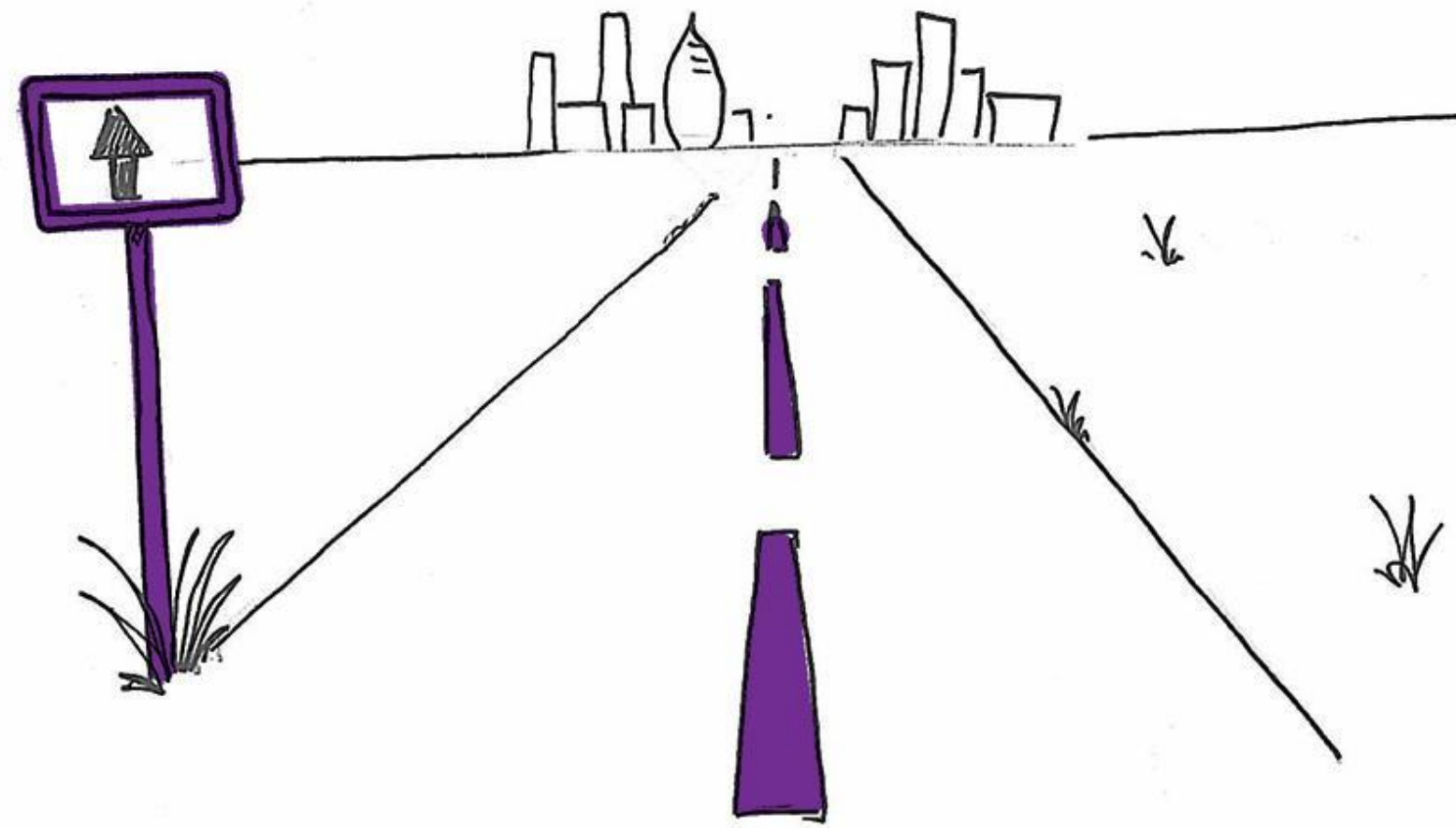
Like to come to closure

Make plans

Act in a controlled way

Prefer to act within a structure

Prefer to schedule activities

Like to keep a range of choices available

Remain flexible

Respond to emerging information

Prefer to go with the flow

Prefer to be spontaneous

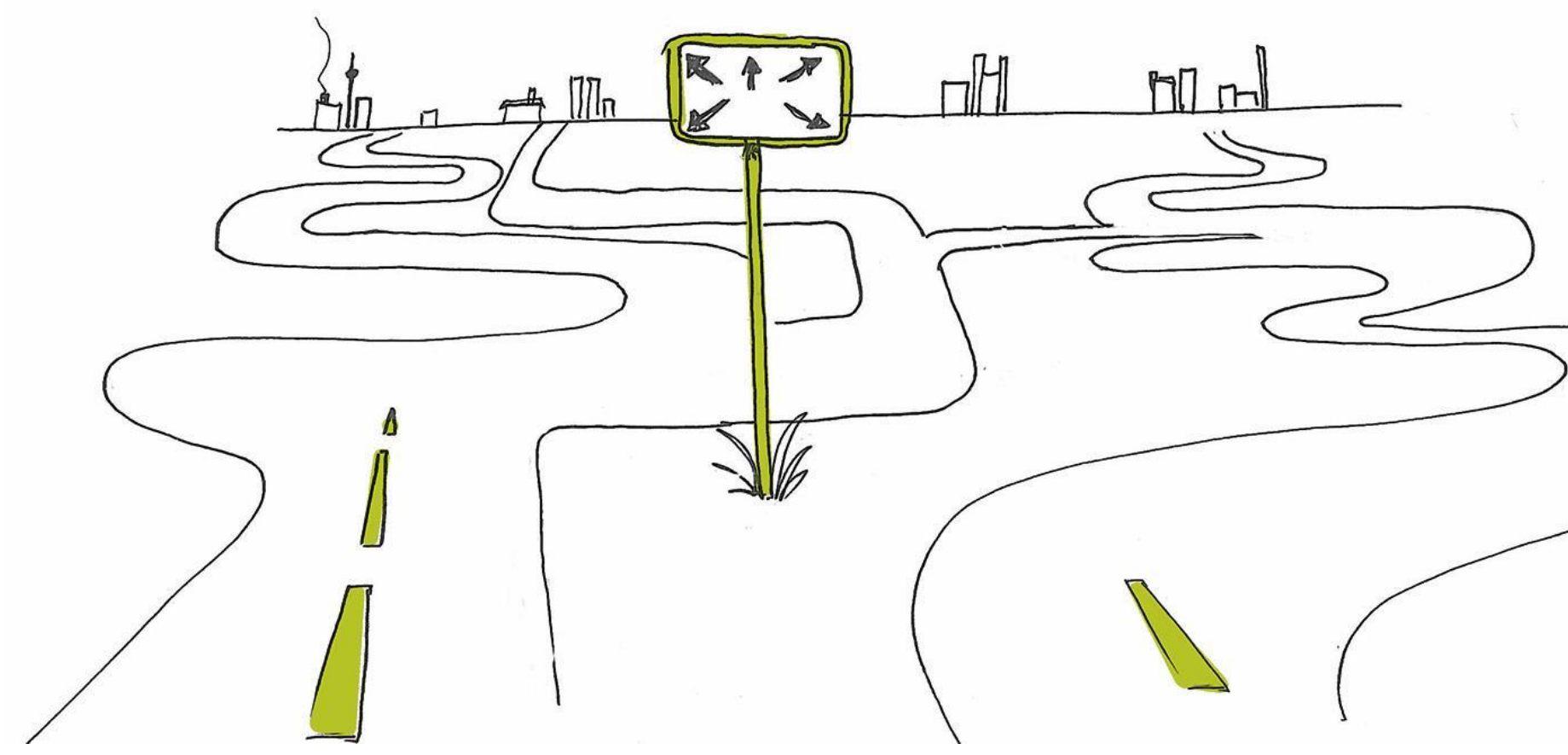**Remember, Judging isn't "judgmental" and Perceiving isn't "perceptive."**

mbti.

ISTJ — RESPONSIBLE REALIST
Systematic · Organized · Reserved
Thorough · Conscientious · Realistic
Detached · Analytical · Observant
Practical · Logical · Factual · Efficient

ISFJ — PRACTICAL HELPER
Patient · Realistic · Understanding
Dependable · Responsible · Loyal
Considerate · Sensitive · Thorough
Organized · Practical · Detailed · Kind

INFJ — INSIGHTFUL VISIONARY
Reserved · Empathetic · Sensitive
Visionary · Imaginative · Reflective
Compassionate · Idealistic · Intense
Insightful · Caring · Contemplative

INTJ — CONCEPTUAL PLANNER
Objective · Insightful · Demanding
Innovative · Independent · Logical
Competent · Productive · Theoretical
Strategic · Reflective · Conceptual

ISTP — LOGICAL PRAGMATIST
Expedient · Detached · Objective
Realistic · Trouble-shooter · Factual
Adaptable · Logical · Independent
Analytical · Emergent · Practical

ISFP — VERSATILE SUPPORTER
Kind · Considerate · Spontaneous
Practical · Caring · Accommodating
Modest · Adaptable · Gentle · Loyal
Cooperative · Observant · Tolerant

INFP — THOUGHTFUL IDEALIST
Complex · Empathetic · Contained
Flexible · Insightful · Developmental
Reflective · Idealistic · Spontaneous
Compassionate · Caring · Imaginative

INTP — OBJECTIVE ANALYST
Strategic · Insightful · Contained
Theoretical · Detached · Sceptical
Conceptual · Analytical · Innovative
Independent · Challenging · Logical

ESTP — ENERGETIC PROBLEM-SOLVER
Analytical · Outgoing · Enthusiastic
Active · Logical · Trouble-shooter
Observant · Resourceful · Practical
Adaptable · Spontaneous · Realistic

ESFP — ENTHUSIASTIC IMPROVISER
Realistic · Spontaneous · Tolerant
Adaptable · Energetic · Cooperative
Playful · Gregarious · Resourceful
Enthusiastic · Observant · Friendly

ENFP — IMAGINATIVE MOTIVATOR
Supportive · Flexible · Enthusiastic
Imaginative · Energetic · Innovative
Expressive · Cooperative · Friendly
Persuasive · Emergent · Spontaneous

ENTP — ENTERPRISING EXPLORER
Outspoken · Emergent · Theoretical
Enthusiastic · Imaginative · Flexible
Analytical · Challenging · Conceptual
Enterprising · Resourceful · Logical

ESTJ — EFFICIENT ORGANIZER
Objective · Practical · Structured
Assertive · Decisive · Realistic · Logical
Organized · Responsible · Efficient
Pragmatic · Straightforward · Direct

ESFJ — SUPPORTIVE CONTRIBUTOR
Friendly · Accepting · Decisive · Loyal
Organized · Supportive · Outgoing
Practical · Cooperative · Realistic
Sympathetic · Appreciative · Warm

ENFJ — COMPASSIONATE FACILITATOR
Friendly · Expressive · Supportive
Empathetic · Diplomatic · Imaginative
Persuasive · Organized · Responsible
Collaborative · Enthusiastic · Warm

ENTJ — DECISIVE STRATEGIST
Direct · Logical · Objective · Decisive
Strategic · Questioning · Theoretical
Confident · Assertive · Competent
Innovative · Structured · Challenging

mbti Typies

The Myers-Briggs Company

RESILIENCEBUILDER

Research into the link between Resilience and Personality Types

Research – Resilience & Personality Traits

Resilience is attributable to **multiple factors** -genetics, beliefs, personality traits, and external resources such as social support.

A large body of research has focused on the **Big Five** personality traits which include: **Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.**

Studies have found **significant relationships** between these **traits and resilience**.

Less research is available based on the **Myers Briggs Type Indicator (MBTI)** and resilience

FIVE-FACTOR MODEL OF THE BIG FIVE PERSONALITY TEST

- ◆ Openness
- ◆ Conscientiousness
- ◆ Extraversion
- ◆ Agreeableness
- ◆ Neuroticism

Big 5 Personality Traits

Trait	Characteristic	High	Low
Openness to Experience	Curiosity, creativity, and a preference for novelty and variety.	Imaginative, open-minded, and adventurous	Practical, routine-oriented, and traditional.
Conscientiousness	Organised, Responsible, dependable	Disciplined, goal-oriented, and detail-focused.	Spontaneous, disorganized, and less focused on long-term goals
Extraversion	Involves sociability, energy, and enthusiasm in interactions with others.	Outgoing, assertive, and energetic.	Reserved, reflective, and independent (Introversion).
Agreeableness	Describes kindness, empathy, and cooperative behaviour.	Compassionate, trusting, and cooperative.	Competitive, skeptical, and less concerned with others' needs.
Neuroticism	Measures emotional stability versus emotional reactivity.	Prone to stress, mood swings, and anxiety.	Calm, resilient, and emotionally stable.

FIVE-FACTOR MODEL OF THE BIG FIVE PERSONALITY TEST

- Openness
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism

Big 5 Personality Traits links to Resilience

Big 5 Personality Trait	Characteristics	Link to Resilience	Research
Extraversion	Tendency to which someone seeks interaction with their environment, particularly socially, and from where someone draws their energy. Introverts are generally happier in solitude, quieter, prefer to listen to others, reserved, thoughtful, find social events tiring, dislike being the centre of attention, reflective.	Extraverts tend to be more resilient as they are often social, optimistic and proactive Extraverts tend to seek support and engage in positive social interactions during stress ful times which can support emotional well-being.	Studies consistently show that higher extraversion is associated with greater resilience. A study by ***Brackett and Mayer (2003)*** on emotional regulation found that extraverted thinking types tend to use structured and effective strategies to manage stress, which supports resilience. Additionally, their focus on goals and productivity helps them maintain a sense of control during adversity, a key factor in resilience as per **Bandura's self-efficacy theory (1977).**
Conscientiousness	Highly conscientious individuals often display self-discipline, organisation, and a strong sense of purpose. These qualities enable them to cope effectively with adversity by planning ahead, working diligently toward goals, and staying focused.	Conscientiousness is strongly linked to resilience as it promotes perseverance.	***Nakaya et al (2006)*** found Conscientiousness to be positively related to resilience, possibly due to their problem-focused coping style (***Roesch et al 2006***). Emotional stability was also positively related perhaps due to high emotional regulation and clear personal goals. Whilst ***Connor and Davidson (2003)*** also found that individuals who scored high on Extraversion, Conscientiousness, and Emotional stability (low neuroticism) tended to have higher resilience.
Openness to Experience	Individuals high in openness are often adaptable and creative in problem-solving, which helps them cope with new challenges.	They are more willing to explore different coping mechanisms, making them potentially more resilient in unfamiliar or unpredictable situations.	***Wolf et al (2012)*** found a positive relationship between Openness to experience, Conscientiousness, and resilience.

Big 5 Personality Traits links to Resilience

Big 5 Personality Trait	Characteristics	Link to Resilience	Research
Agreeableness	People high in agreeableness are empathetic, cooperative, and compassionate, which helps them build strong social support systems.	This network of support can be crucial for resilience. However, very high agreeableness can sometimes lead to difficulties in asserting oneself in the face of adversity, making the link with resilience less straightforward.	*Kurtz & Tiegreen (2005)* & *Waaktaar & Torgersen (2010)* found individuals high in agreeableness had high levels of resilience, high self-determination and the necessary personal resources to pursue their values-driven goals.
Neuroticism	Individuals high in neuroticism are more prone to emotional instability, anxiety, and stress, which can make it difficult to bounce back from adversity.	Neuroticism is negatively correlated with resilience. Low neuroticism (emotional stability) is consistently linked with greater resilience.	A Spanish study of 439 adults (*Nieto et al 2022*) revealed a negative relation between resilience and neuroticism. *Campbell-Sills et al. (2006)* identified a strong inverse relationship between neuroticism and resilience, showing that emotional instability and excessive worry undermine coping mechanisms during stress.

Big 5 Personality Trait	Characteristics
General Research	*Oshio et al. (2018)* conducted a meta-analysis showing that **extraversion, conscientiousness, and emotional stability were the most significant predictors of resilience** across different populations. A negative relationship was found between resilience and neuroticism, whilst resilience was positively associated with the other traits. Individuals high in Openness to experience often establish and invest energy in personal goals making them more resilient when faced with challenges (*Burtaverde 2021*).
General Research	*Burtaverde et al 2021* found that **all Big 5 personality traits, with the exception of neuroticism, were positively related to resilience**, neuroticism was negatively related. They concluded that resilience can be enhanced by increasing self-determination which can be enhanced through training (Ryan & Deci 2017). People with high self-determination believe they are free to shape their own lives according to their own values and beliefs. People with low self-determination believe outcomes are largely out of their control. Self-determination is partly influenced by past experiences and includes elements such as sense of competence; determination; lack of anxiety; or depression.

Other Personality Traits linked to Resilience

Personailty Trait	Characteristics	Link to Resilience & Research
Hardiness	Characterised by commitment, control and challenge, has been shown to be strongly associated with resilience.	Individuals high in hardiness are better able to withstand stress high-stress environments (***Kobasa 1979***) and significant life stressors such as trauma (***Maddi et al 2006***).
Self-Efficacy	Belief in one's ability to succeed in specific situations, is closely linked to resilience.	Those with high self-efficacy are more likely to view challenges as surmountable and are more persistent in overcoming adversity. They are more likely to set goals, persevere, and recover quickly from setbacks (***Bandura 1977***). This trait also correlates with aspects of conscientiousness and low neuroticism.
Optimism & Positivity	Has been identified as a key factor in promoting resilience since optimistic individuals tend to maintain a positive outlook even in the face of difficulties, which helps them cope with stress and recover more quickly from setbacks.	It leads to better emotional/psychological health during adversity (***Carver & Scheier 2002***) and contributes to a "growth mindset" that helps individuals learn and grow from difficult experiences (***Seligman 2011***). Optimism overlaps with the Big 5 traits extraversion and low neuroticism (emotional stability).

Resilience & Personality Traits- MBTI

For the **Myers-Briggs Type Indicator (MBTI),** the relationship between personality type and resilience has been studied, but the results are **not conclusive or consistent** across all MBTI dimensions.

However, certain trends and correlations have linked **Extraversion/Introversion and Thinking/Feeling** to **resilience.**

We will explore the links between resilience and personality traits using our own research based on the **ResilienceBuilder** and **Myers Briggs Type Indicator** Tools

Resilience & Personality Traits- MBTI

Extraversion (E) vs. Introversion (I):

Previous research suggest that people with an **Extroversion** preference have more of the facets that contribute to resilience

- People with an **Extraversion preference (E)** are often seen as more resilient due to their tendency to seek social support and engage with their environment during stressful situations. Their outward focus can help them find external resources to cope.

- **People with an Introversion preference (I)** may rely more on internal resources and reflection to cope with adversity.
- While introverts can be resilient, their process may be more introspective and solitary, which can be a strength but might also delay seeking external help when needed. They may be perceived as less resilient in social context

Characteristics of Extraversion that Enhance Resilience

- Positive emotions/positivity are core characteristic of extraverts (Burtaverde & De Raad 2019).

- Adaptive coping skills when confronted with negative events, that are problem-focused, and involve social support (Oshio et al 2018, Watson et al 1996).

- Self-efficacy is mediated by extraversion (higher in extroverts/lower in introverts) (Domenech et al 2024).

- Self-esteem -Extraversion impacts self-esteem positively (Vaughan-Johnston 2021)

- Emotional regulation -extroverts handle emotions better by seeking social support (Afshar et al., 2015).

- Extraversion moderates the impact of stress through positive social interactions and emotional regulation (Oishi & Diener 2003).

Resilience & Personality Traits- MBTI

Thinking (T) v Feeling (F):

Whilst both types have characteristics that support resilience, research suggests that **Thinkers** are more resilient than **Feelers**

- **Thinkers (T)** often cope with adversity through logic and problem-solving, focusing on the objective facts of a situation. Their resilience may come from their ability to detach emotionally and cognitively reframe a situation, and tackle challenges methodically.

- **Feelers (F),** might demonstrate resilience through emotional intelligence and empathy. Their ability to connect with others emotionally and navigate the social aspects of adversity can be a strength, particularly in relational or interpersonal challenges.

Research

Several studies, indicate that individuals with a Thinking preference may exhibit resilience through cognitive reframing/reappraisal, where they appraise or reframe difficult situations in a positive way, often based on previous similar experiences.

This resilience factor moderates the relation between stressors and negative outcomes resulting in increased resilience.

Cognitive reappraisal has also been shown in studies to influence other resilience factors such as positive affect, self-efficacy, positivity, self-esteem, emotional regulation, autonomy, and positive relations (Riepenhausen et al 2022 (review of 99 studies)).

Thinking v Feeling

MBTI Thinking (T) v Feeling (F) types have different approaches to resilience based on their decision-making preferences, particularly in relation to managing stress, coping with adversity, problem-solving and emotional processing.

Strengths T Types Might Bring to resilience:

1. **Logical Problem-Solving**: analyse challenges objectively and find practical solutions under pressure.

2. **Emotional Compartmentalisation:** focused and effective in a crisis due to ability to separate emotions from decisions.

3. **Self-Reliance:** strong sense of independence allows them to foster confidence and adaptability when facing challenges.

Challenges F Types Might Face:

1. **Emotional Sensitivity** can make them more attuned to emotional distress and may lead to overwhelm in stressful situations.

2. **Conflict Aversion**: they prefer harmony, potentially delaying tough decisions or necessary confrontations.

3. **Self-Sacrifice**: increased vulnerability to burnout as they focus on others' well-being in preference to their own.

Research – Resilience & Personality Traits - MBTI

Sensing (S) vs. Intuition (N):

There is no evidence that either trait is more or less resilient

- **Sensors (S)** tend to be practical and grounded, which can contribute to resilience through focusing on the present and taking concrete actions in response to adversity.

- **Intuitives (N)** may demonstrate resilience through flexibility and creative problem-solving. Their ability to see possibilities and generate alternative solutions can be a source of strength, especially in ambiguous or novel situations.

Judging (J) v Perceiving (P):

There is no evidence that either trait is more or less resilient

- **Judging types (J)** prefer structure and order, which can contribute to resilience by providing stability and predictability during uncertain times.

- **Perceiving types (P)** are more flexible and adaptable, which can be an asset in rapidly changing situations. They are more open to changing strategies and coping mechanisms, which can enhance resilience, especially when the circumstances are unpredictable.
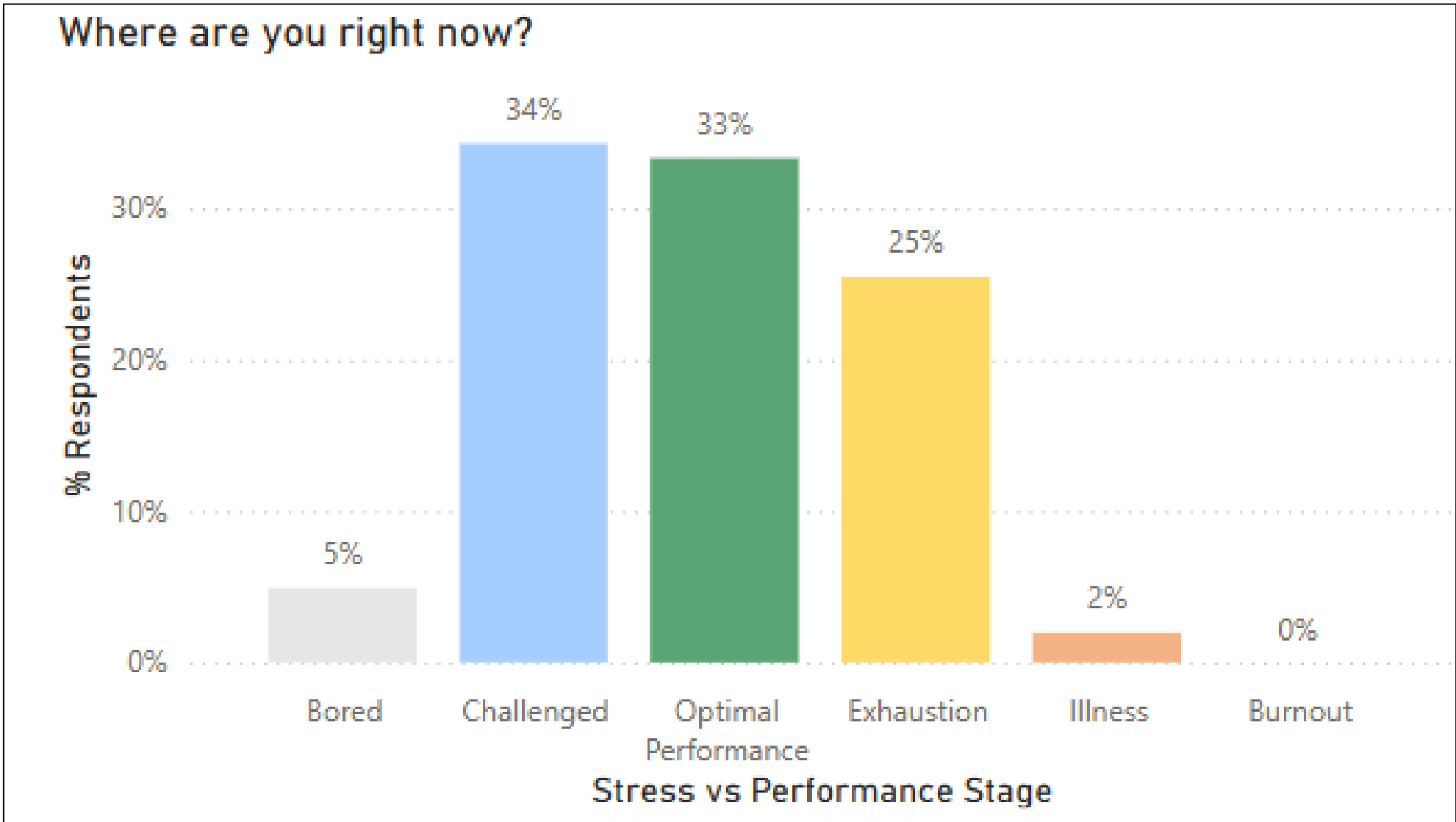
**Data Insights from the
ResilienceBuilder & MBTI Assessments**

# Resilience Data (All MBTI Types represented)
N=102

Resilience Levels	# People	% People	Average Resilience Score %	Average Mental Strength Score %	Average Purpose Score %	Average Physical Stamina Score %	Average Emotional Intelligence Score %	Average Social Support Score %
Strong	47	46%	85	84	91	74	88	86
Growing	55	54%	73	73	79	64	76	74
Overall Resilience Score	**102**	**100%**	**79**	**78**	**85**	**69**	**82**	**80**

Where are you right now?

- Bored 5%
- Challenged 34%
- Optimal Performance 33%
- Exhaustion 25%
- Illness 2%
- Burnout 0%

Stress vs Performance Stage
% Respondents

Average Stress Management Indicator (SMI) %
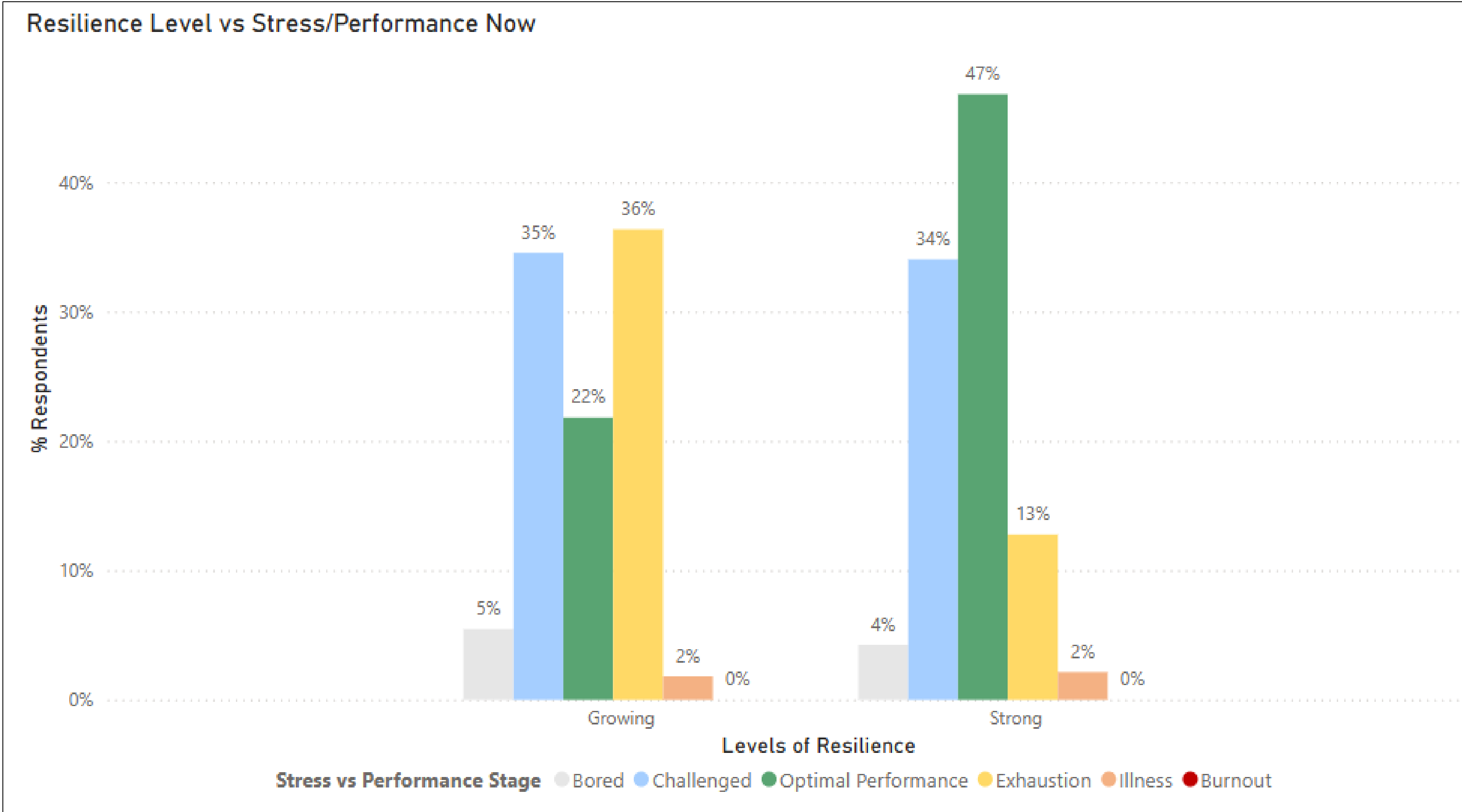
74%
Effective

SMI Scale

Highly Effective >75%

Effective 68-74%

Mostly Effective 61-67%

Less Effective 0-60%

Resilience & Stress v Performance Data
MBTI Sample

Resilience Level vs Stress/Performance Now

% Respondents

- Growing: Bored 5%, Challenged 35%, Optimal Performance 22%, Exhaustion 36%, Illness 2%, Burnout 0%
- Strong: Bored 4%, Challenged 34%, Optimal Performance 47%, Exhaustion 13%, Illness 2%, Burnout 0%

Levels of Resilience

Stress vs Performance Stage ● Bored ● Challenged ● Optimal Performance ● Exhaustion ● Illness ● Burnout

People with a Strong (High) Level of Resilience are:

- c. 2 x more likely to be at optimal performance

- c 3 x more likely to avoid exhaustion

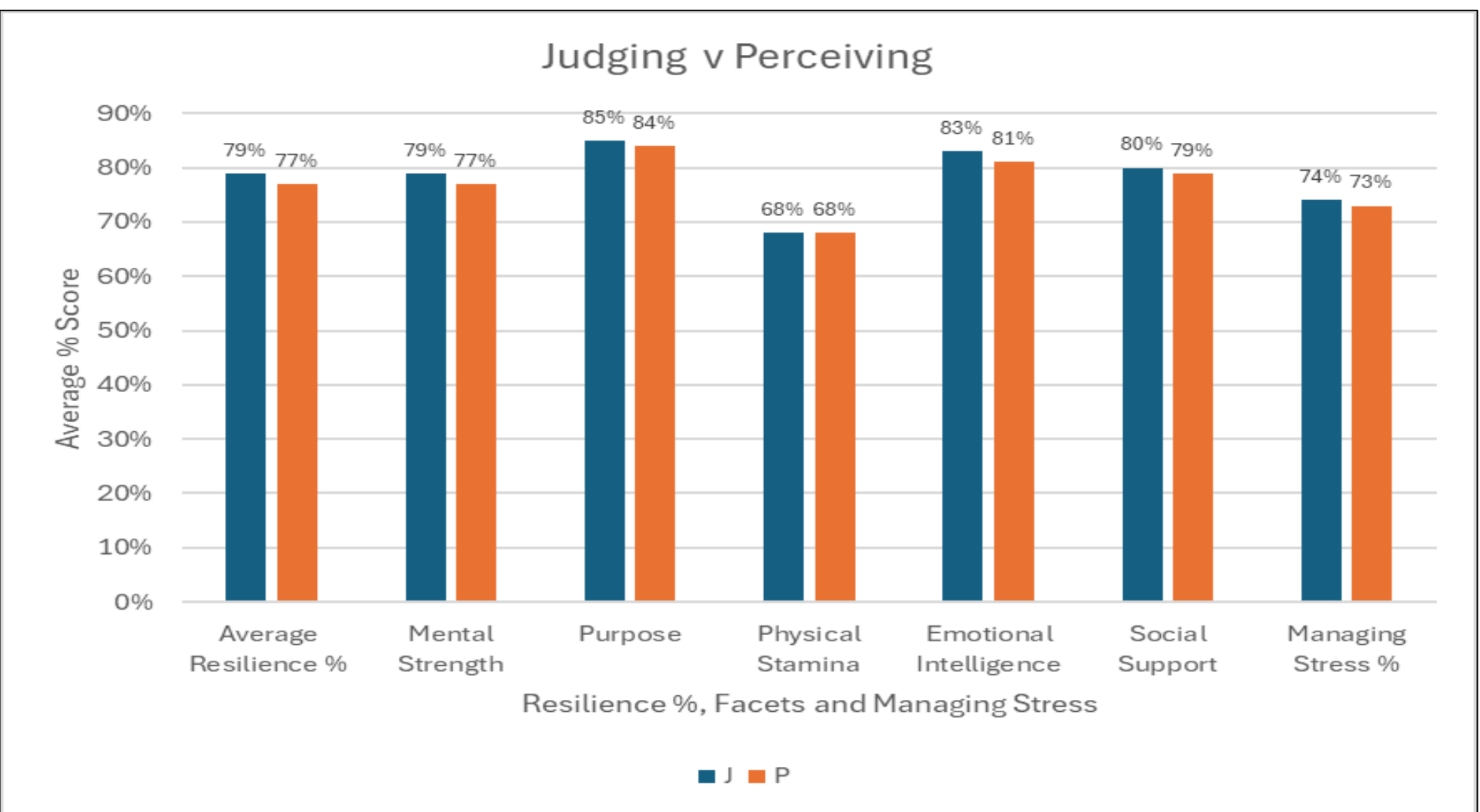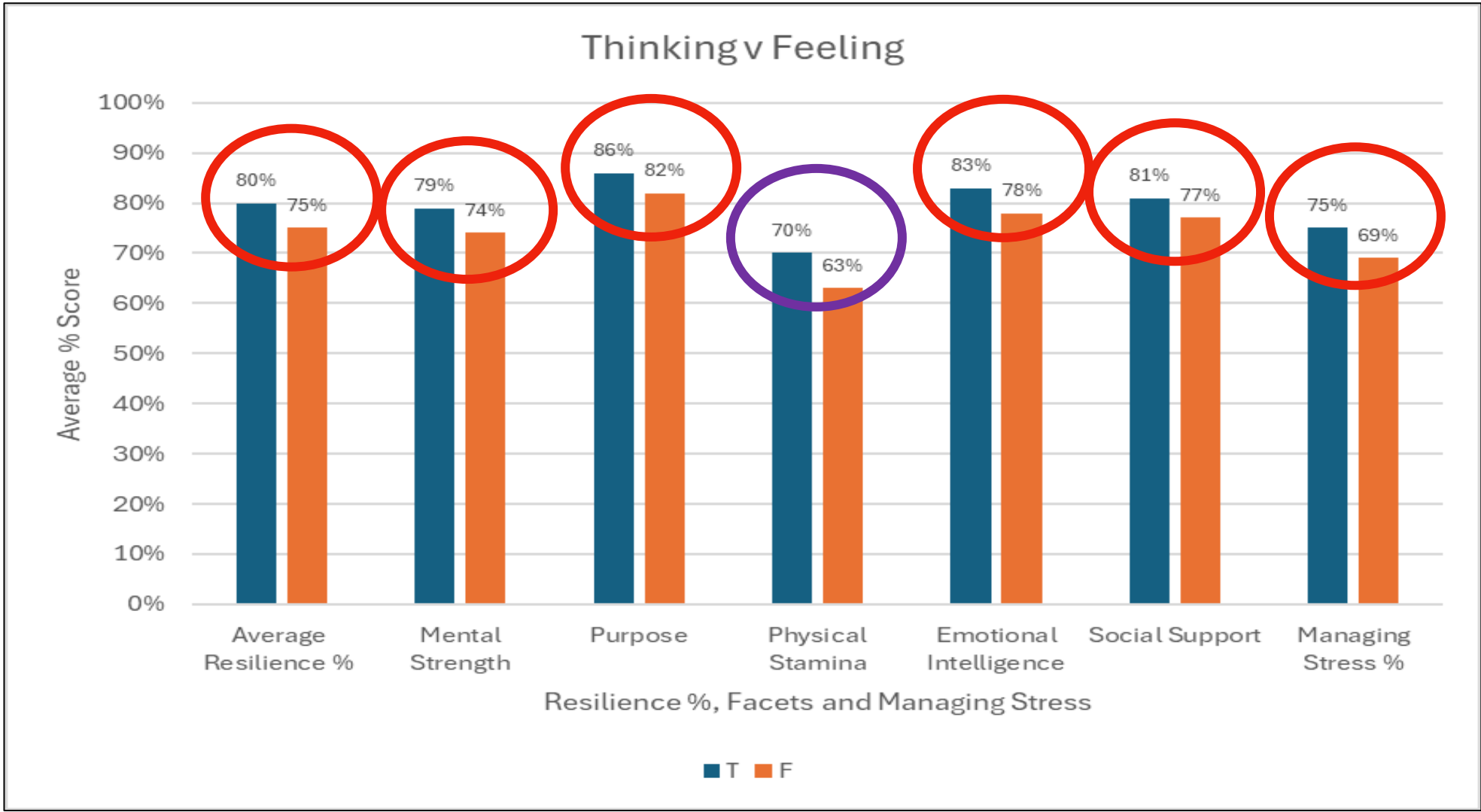 Compared to those with Growing(average) levels of Resilience

Resilience Facet Analysis
MBTI Sample
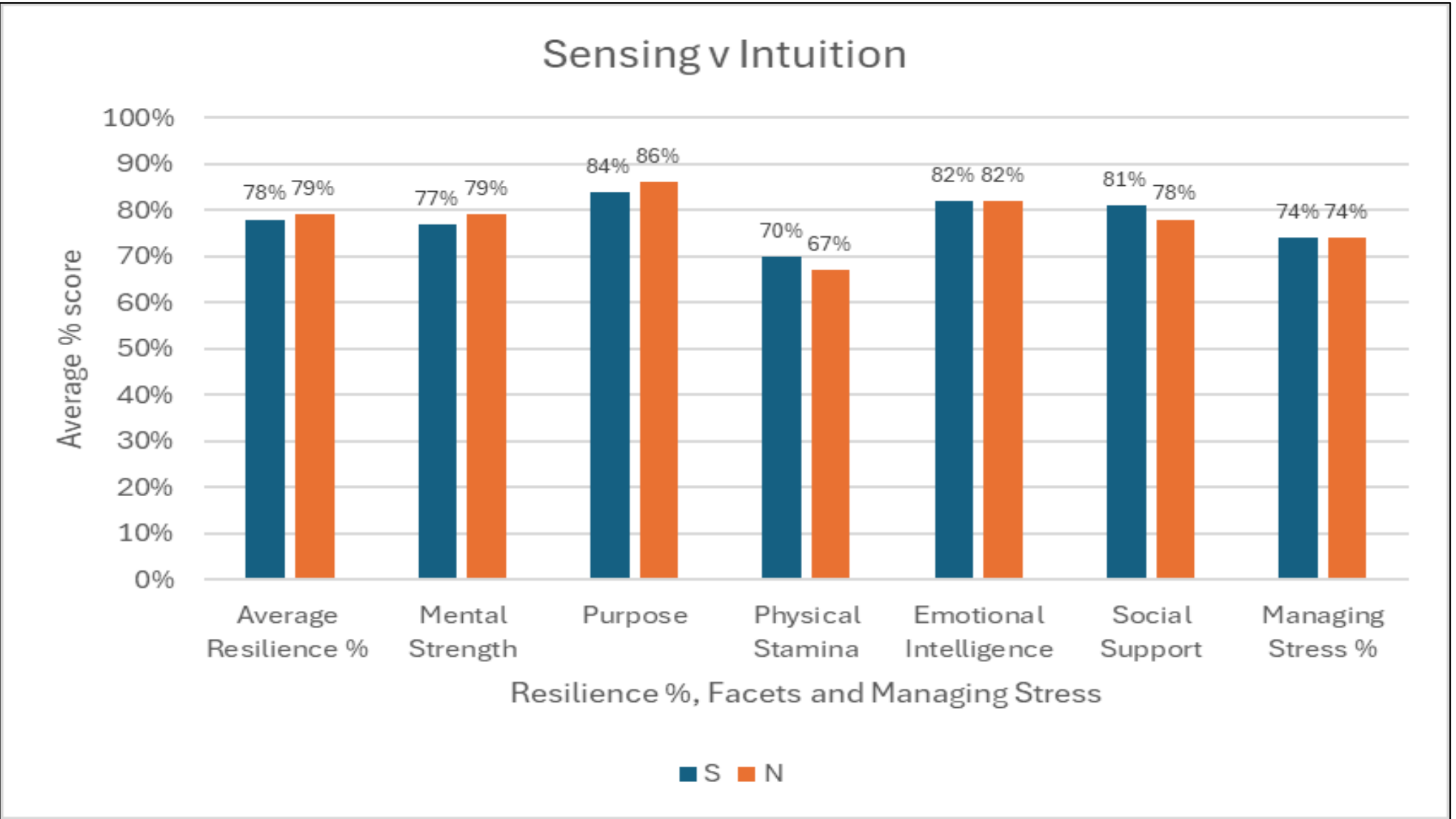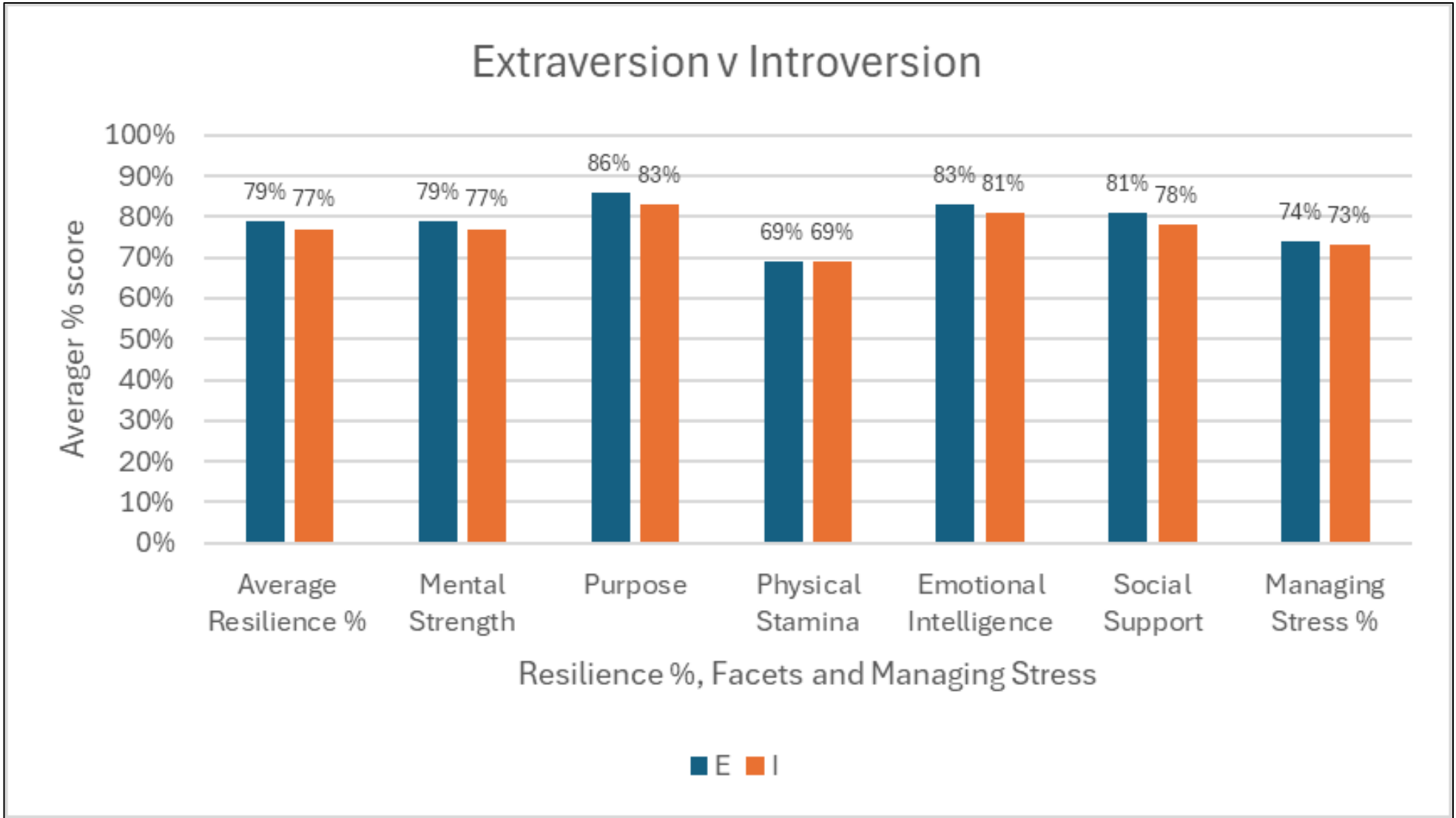
Resilience sub-facet comparison
Thinking v Feeling
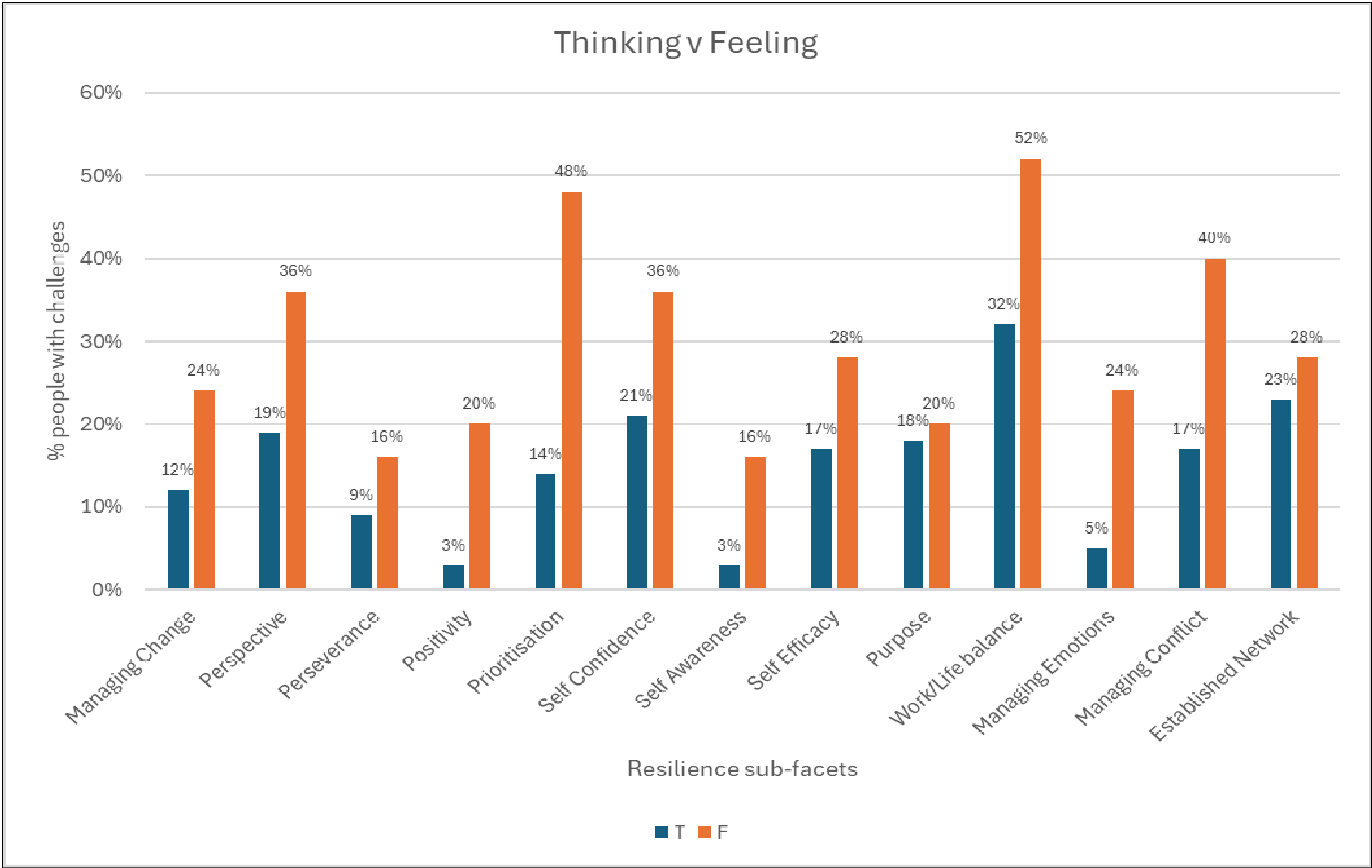
Resilience sub facets with highest % difference Feeling v Thinking Types

Factor	Feeling v Thinking
1. Resilience %	-5 %pts
2. Managing Stress %	-6 %pts
3. Positivity	-17 %pts
4. Self-confidence	-23 %pts
5. Adaptability	-12 %pts
6. Managing Emotions	-19 %pts
7. Self Awareness	-13 %pts
8. Self efficacy	-11 %pts
9. Prioritisation	-34 %pts
10. Work/Life balance	-20 %pts
11. Perseverance	-7 %pts

% represents the % of people with challenges in a specific area

Feeling Types

Challenges F Types Might Face:

1. Emotional Sensitivity can make them more attuned to emotional distress and may lead to overwhelm in stressful situations.

2. Conflict Aversion: they prefer harmony, potentially delaying tough decisions or necessary confrontations.

3. Self-Sacrifice: increased vulnerability to burnout as they focus on others' well-being in preference to their own.

RESILIENCEBUILDER®

Managing Emotions
- 19 % pts

Managing Conflict
- 23 % pts

Work/Life Balance
- 20 % pts

Resilience v Stress Management
MBTI facets

Average Resilience Score v Stress Management by MBTI Facet

Facet	E	I	S	N	T	F	J	P
Average Resilience %	79%	77%	78%	79%	80%	75%	79%	77%
Managing Stress %	74%	73%	74%	74%	75%	69%	74%	73%

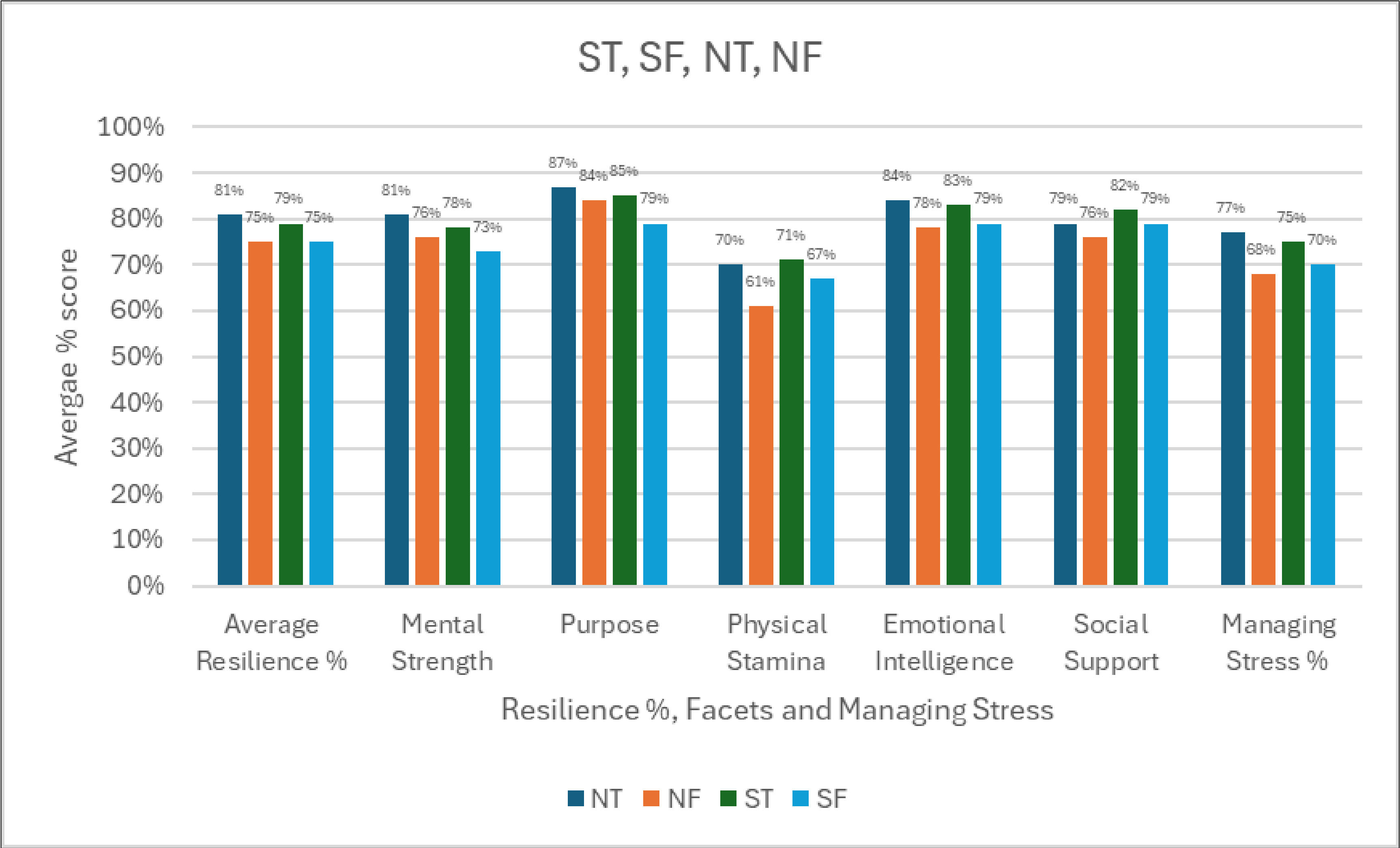Legend: Average Resilience % (bar) — Managing Stress % (line)
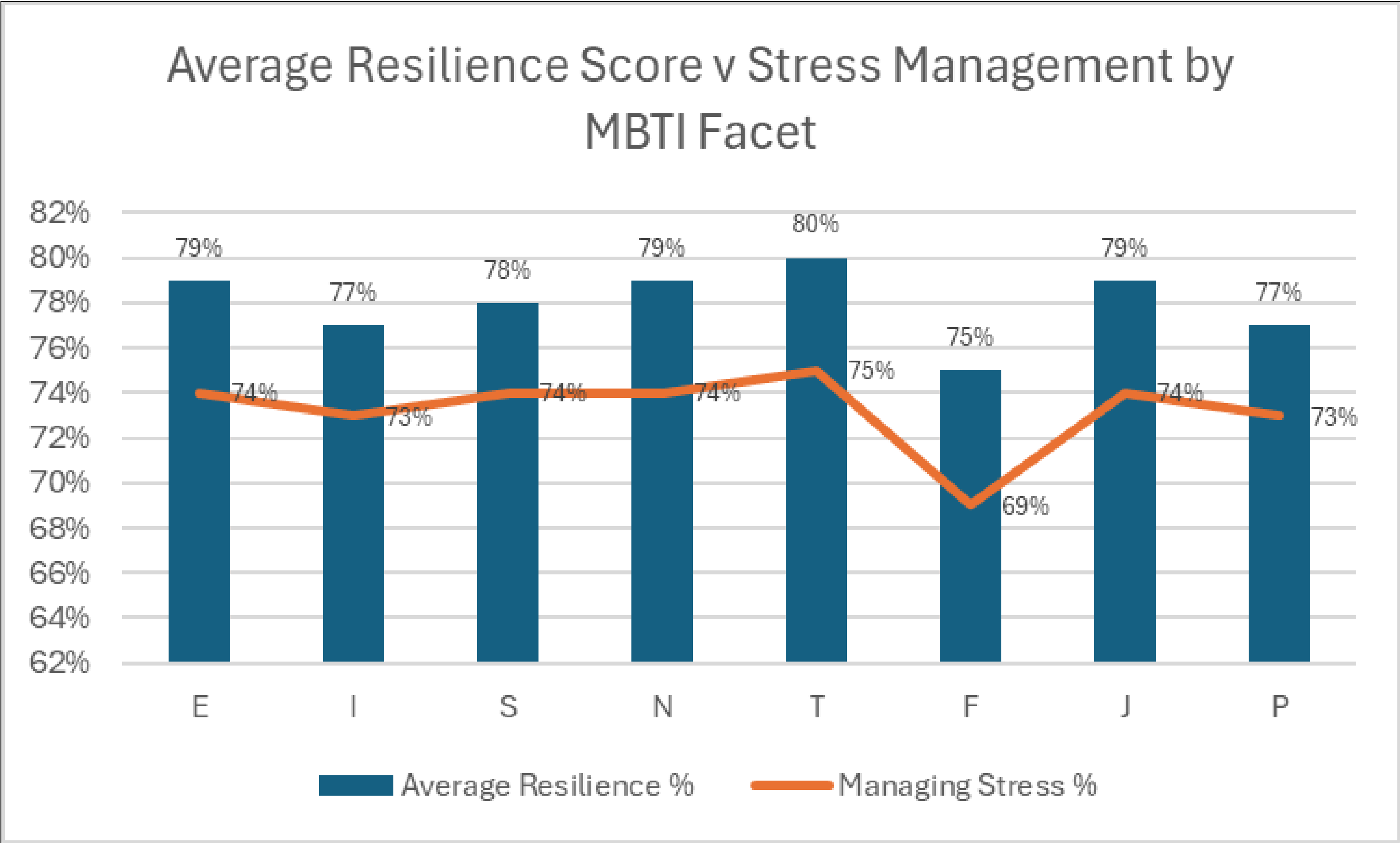
Resilience is highly correlated with our ability to manage stress

Aligns with the **Big 5** research that shows that **Resilience and Neuroticism are negatively correlated** e.g. people with high resilience have low neuroticism

Resilience Comparison
NT, ST, SF, NF

ST, SF, NT, NF

Average % score

Category	NT	NF	ST	SF
Average Resilience %	81%	75%	79%	75%
Mental Strength	81%	76%	78%	73%
Purpose	87%	84%	85%	79%
Physical Stamina	70%	61%	71%	67%
Emotional Intelligence	84%	78%	83%	79%
Social Support	79%	76%	82%	79%
Managing Stress %	77%	68%	75%	70%

Resilience %, Facets and Managing Stress

■ NT   ■ NF   ■ ST   ■ SF

NT and ST MBTI types have higher resilience and average scores in all categories compared **to NF and SF** MBTI types
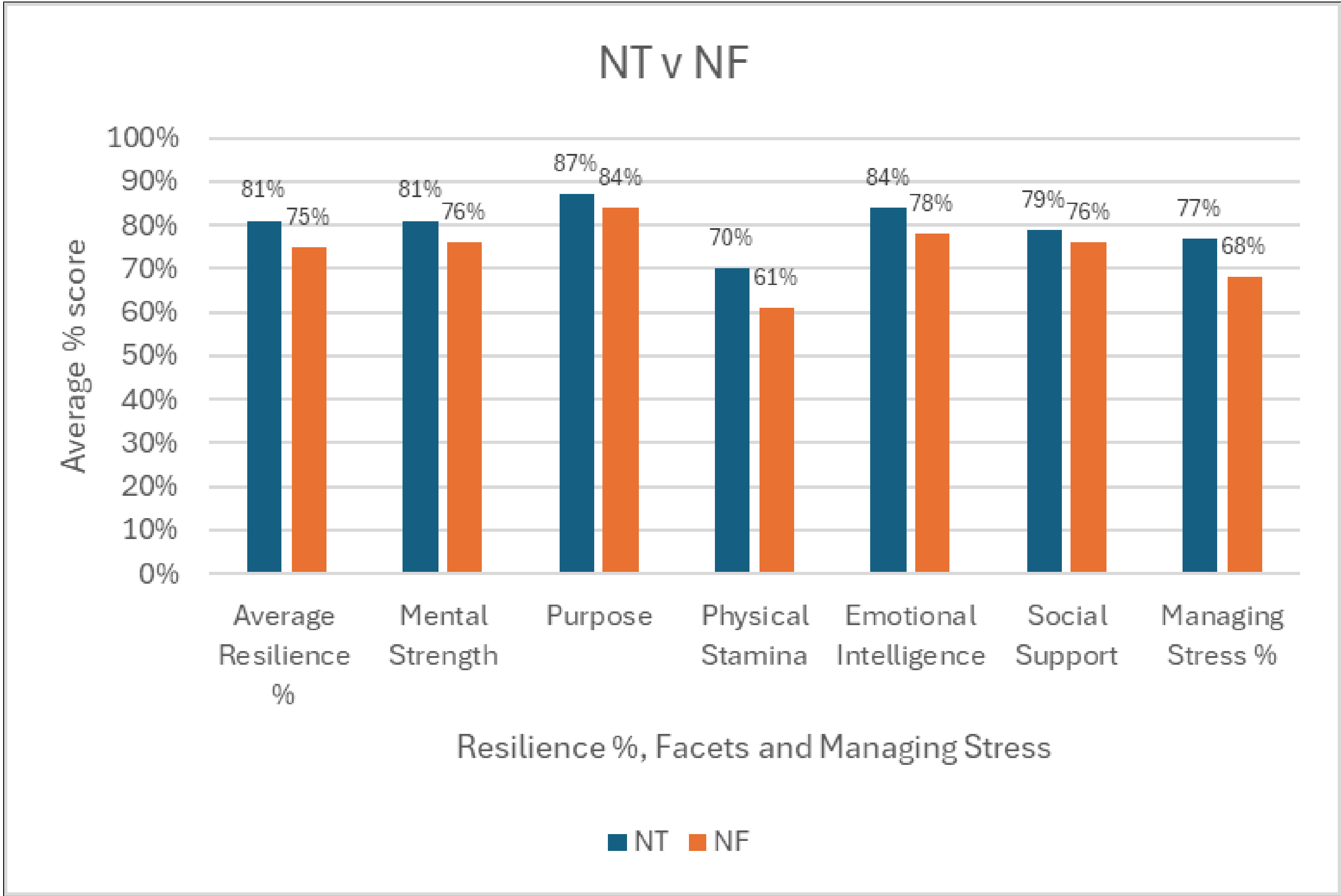
Average resilience % of SF and NF MBTI types are the same

NF types have a higher average % score for **Mental Strength** and **Purpose**

SF types have a higher average % score for **Physical Stamina, EQ, Social Support and Managing Stress**

Resilience Comparison
NT v NF

Intuition Thinking (NT) v Intuition Feeling (NF)

NT types are driven by logic, strategy and adaptability which makes them highly resilient, but sometimes neglect their emotional and relational needs.

NF types are more sensitive, overly affected by setbacks and stress, often set unrealistic standards, and can over-empathise leading to emotional exhaustion.

Challenges for NF Types

1. **Emotional Intensity**: NF types often experience emotions deeply, which might make them more sensitive to stress or setbacks.

2. **Idealism**: High expectations for themselves or others can lead to disappointment or burnout if reality falls short of their ideals.

3. **Overempathy**: They can become emotionally drained by taking on others' struggles, sometimes neglecting their own needs.
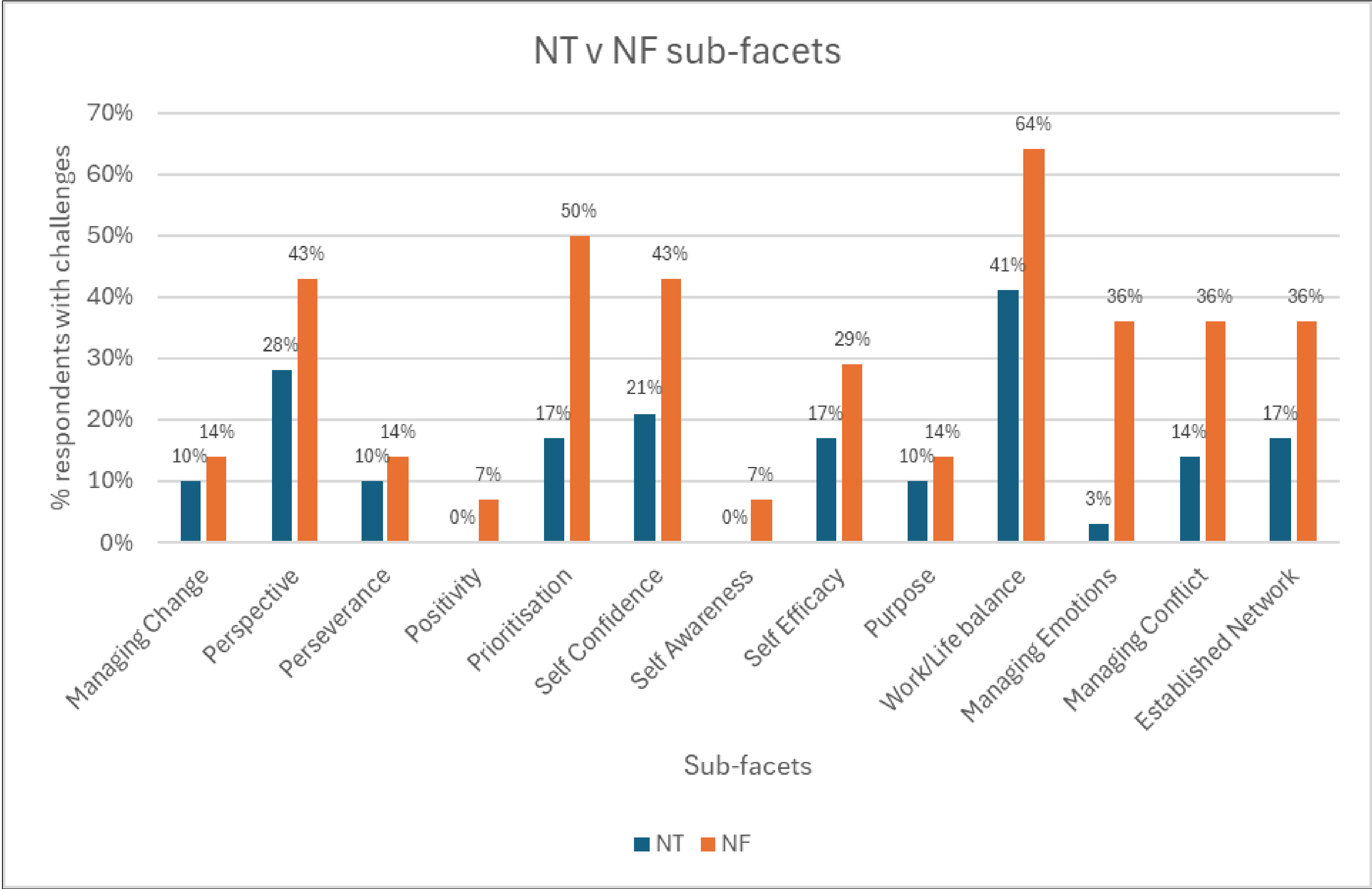
Strategies to help NF's build resilience:

1. **Set Realistic Goals**: Balancing idealism with practicality can reduce stress from unmet expectations

2. **Prioritise Self-Care**: Establishing boundaries and ensuring they meet their own emotional needs is crucial.

3. **Reframe Challenges**: Viewing setbacks as opportunities for growth aligns with their tendency to seek meaning and can enhance resilience.
.

Resilience sub-facet Comparison
NT v NF

NT v NF sub-facets

% respondents with challenges

Sub-facet	NT	NF
Managing Change	10%	14%
Perspective	28%	43%
Perseverance	10%	14%
Positivity	0%	7%
Prioritisation	17%	50%
Self Confidence	21%	43%
Self Awareness	0%	7%
Self Efficacy	17%	29%
Purpose	10%	14%
Work/Life balance	41%	64%
Managing Emotions	3%	36%
Managing Conflict	14%	36%
Established Network	17%	36%

Sub-facets

■ NT ■ NF

Resilience factors with highest % pts difference NF v NT

Factor	NF v NT
1. Resilience %	-6 %pts
2. Managing Stress %	-9 %pts
3. Positivity	-7 %pts
4. Self-confidence	-22 %pts
5. Adaptability	-4 %pts
6. Managing Emotions	-33 %pts
7. Self Awareness	-7 %pts
8. Self efficacy	-12 %pts
9. Prioritisation	-33 %pts
10. Work/Life balance	-23 %pts
11. Perseverance	-4 %pts

% represents the % of people with challenges in a specific area

Resilience & Stress v Performance Data
Most and Least Resilient MBTI Types

Highest Average Resilience Score

ESTJ

80%

ESTJ, ENTJ, ENTP, most resilient MBTI types

Stress Management Indicator %

ESTJ

76%

Highly Effective

Average Stress Management Indicator (SMI) %

74%

Effective

Lowest Average Resilience Score

ENFP

73%

ENFP, INFJ, ISFJ, ISFP least resilient MBTI types

Stress Management Indicator %
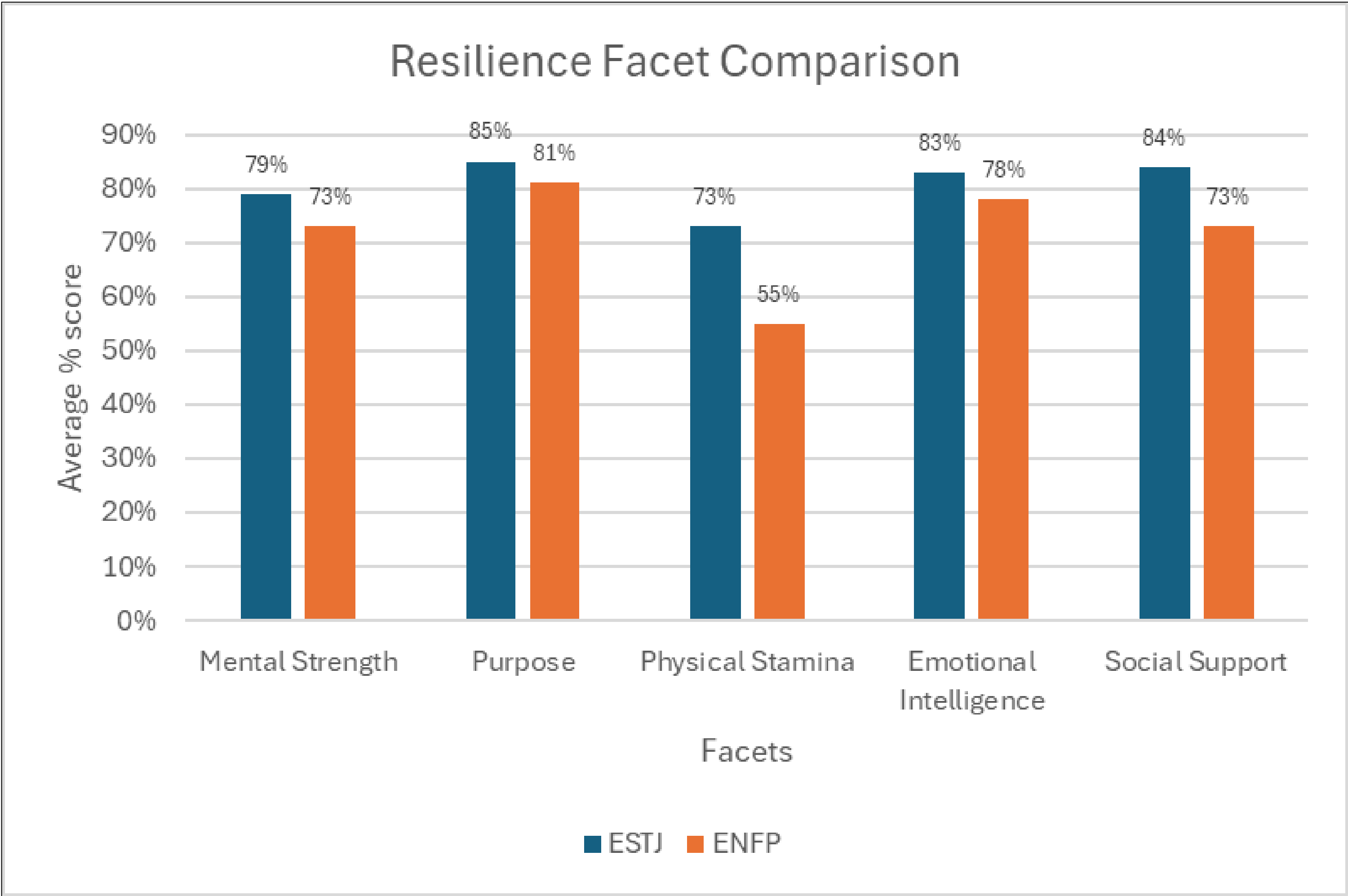
ENFP

66%

Mostly Effective

SMI Scale

Highly Effective >75%, Effective 68-74%,

Mostly Effective 61-67%, Less Effective 0-60%

Resilience Facet Comparison
ESTJ v ENFP

Resilience Facet Comparison

Average % score

| | Mental Strength | Purpose | Physical Stamina | Emotional Intelligence | Social Support |
| ESTJ | 79% | 85% | 73% | 83% | 84% |
| ENFP | 73% | 81% | 55% | 78% | 73% |

Facets

■ ESTJ ■ ENFP

ESTJs have higher average **resilience** % and are highly effective at **Managing Stress** compared to **ENFPs**

Physical Stamina is significantly lower for **ENFPs** than **ESTJs**, -18%pts
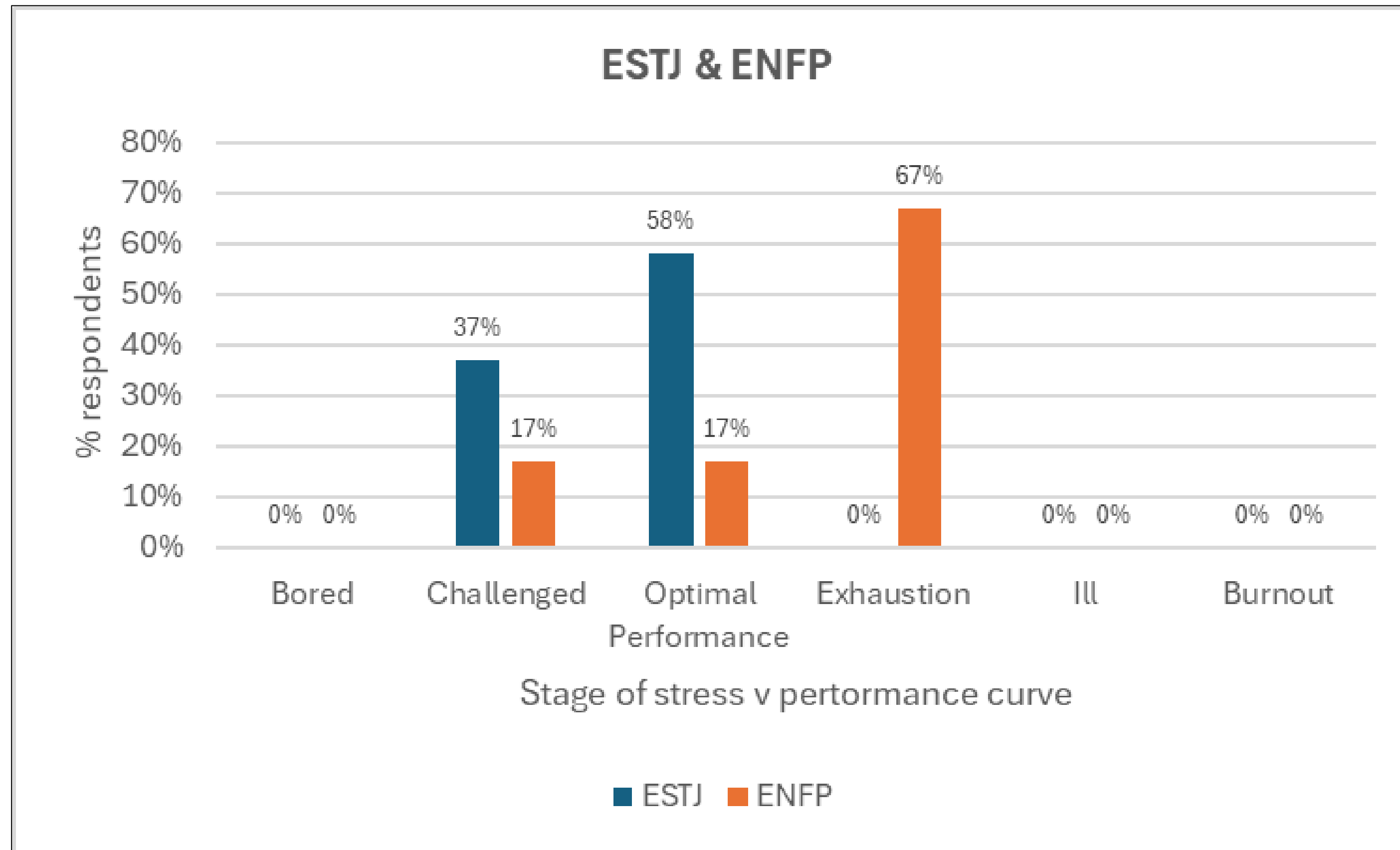
Resilience Factors Analysis
ESTJ v ENFP

% People faced with Challenges in each area

Resilience factors with highest % pts difference ENFP v ESTJ
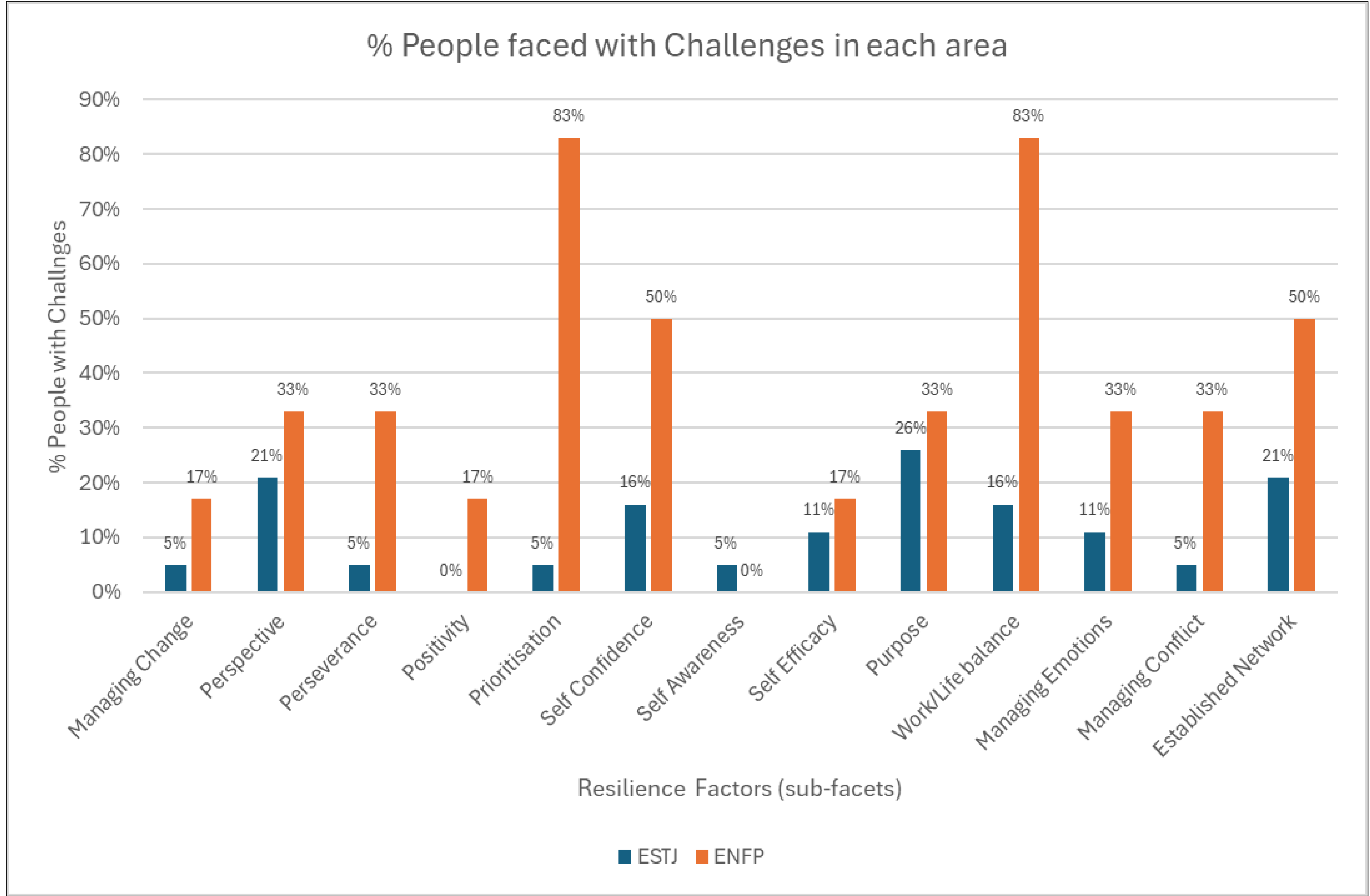
Factor	ENFP v ESTJ
1. Resilience %	-7 %pts
2. Managing Stress %	-10 %pts
3. Positivity	-17 %pts
4. Self-confidence	-34 %pts
5. Adaptability	-12 %pts
6. Managing Emotions	-22 %pts
7. Self Awareness	+5 %pts
8. Self efficacy	-6 %pts
9. Prioritisation	-78 %pts
10. Work/Life balance	-67 %pts
11. Perseverance	-28 %pts

Resilience & Stress v Performance Data
ESTJ v ENFP

ESTJ & ENFP

% respondents vs Stage of stress v performance curve

Stage	ESTJ	ENFP
Bored	0%	0%
Challenged	37%	17%
Optimal Performance	58%	17%
Exhaustion	0%	67%
Ill	0%	0%
Burnout	0%	0%

■ ESTJ ■ ENFP

Stress v Performance

HELPFUL STRESS — THE HUMP — HARMFUL STRESS

Source: Adapted from the Yerkes-Dodson Curve, 1908

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58% ESTJs are in **Optimal Performance** compared to **17%** of **ENFPs**

67% ENFPs are in **Exhaustion** compared to **17%** of **ESTJs**

Summary of Findings - Research

Big 5

- Studies have found **significant relationships** between the **Big 5 personality traits and resilience.**

- **Extraversion, Conscientiousness, Agreeableness and Openness** are all **positively** related to resilience

- **Neuroticism (Emotional Instability)** is **negatively** related to resilience.

Myers Briggs Type Indicator

- Studies indicate a link between **Extraversion/Introversion** and resilience and also **Thinking/Feeling** and resilience

- No research evidence that either **Sensing or Intuition** or **Judging or Perceiving** is more or less resilient

FIVE-FACTOR MODEL OF THE
BIG FIVE PERSONALITY TEST

Openness

Conscientiousness

Extraversion

Agreeableness

Neuroticism

mbti®

Summary of Findings
ResilienceBuilder and Myers Briggs Type Indicator
Key Takeaways

Myers Briggs Type Indicator

- Studies indicate a link between **Extraversion/Introversion** and resilience and also **Thinking/Feeling** and resilience

- No research evidence that either **Sensing or Intuition** or **Judging or Perceiving** is more or less resilient

Our Findings

- **Extraversion** types had a **higher** level of resilience than **Introversion** types

- **Thinking** types had a **higher** level of resilience than **Feeling** types

- **Intuition** types had a **slightly higher** average resilience score than **Sensing** types

- **Judging types** had a **higher** level of resilience than **Perceiving** types

- **NTs and STs** have a **higher** average resilience score than **SFs and NFs**

- **ESTJ, ENTJ,ENTP** have the **highest** resilience scores, whilst **ENFP, INFJ, ISFJ, ISFP** have the **lowest**.

- Our ability to **Manage Stress (Neuroticism/Emotional Stability)** is **highly correlated** with **resilience**

Note: study limitations: - resilience is not limited to personality, there are other factors, which could explain some of the variance

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Questions

FREE RESILIENCEBUILDER®
Assessment and Report
For All Webinar Attendees
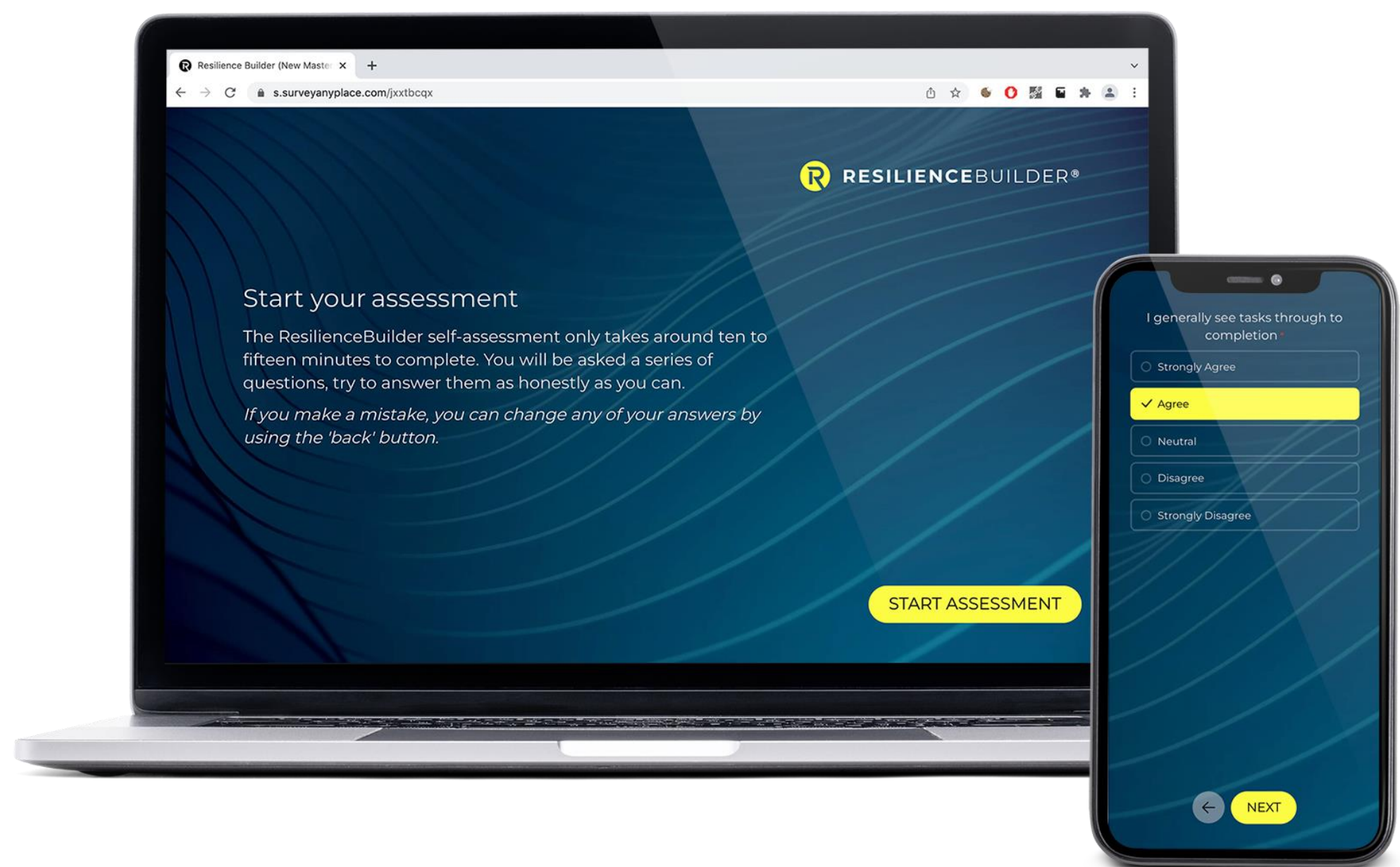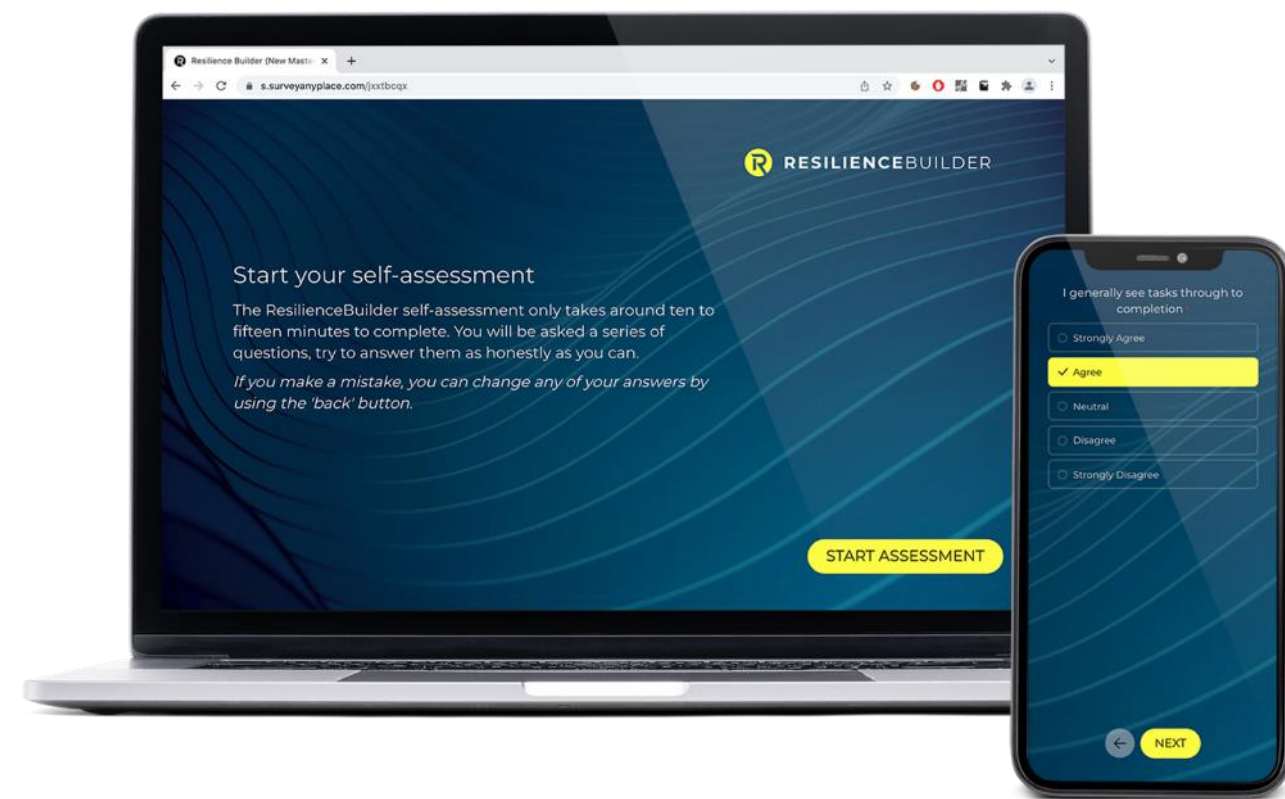
ASSESSMENT TOOL

Send a request via email

Steve.howe@resiliencebuilder.co.uk

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Assessment Report

ResilienceBuilder Certification Training

Certification training

ResilienceBuilder Certification training is available as 2 x ½ day sessions and covers the following:

Session 1

- Background to ResilienceBuilder
- ResilienceBuilder Assessment Tool Overview
- Assessment Tool Questions and Methodology
- ResilienceBuilder Assessment Report
- Managing 1:1 Coaching Sessions
- Target Market & Marketing Materials

Session 2

- Delivering a Group Workshop
- Workshop Objectives and format
- Workshop materials and flow
- Data Analysis
- Focus Area Materials
- Follow on activities
- Administration & Training
- Trademark, Copyright and Branding

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RESILIENCEBUILDER

DISC

The DISC personality tool categorizes individuals based on four traits: Dominance, Influence, Steadiness, and Conscientiousness. Research suggests that personality traits, including those measured by DISC, may influence resilience, but the evidence is often indirect and generalized. Here's an overview of the potential connections:

1. Dominance (D)

- Characteristics: Assertive, competitive, results-driven.
- Potential link to resilience: People high in Dominance often display confidence and a proactive approach to challenges, which can enhance resilience.
- Supporting evidence: Traits like assertiveness and problem-solving are linked to higher resilience in studies on personality and stress management.

2. Influence (I)

- Characteristics: Enthusiastic, optimistic, social.
- Potential link to resilience: Optimism and strong social networks—common for high-Influence individuals—are known protective factors for resilience.
- Supporting evidence: Research shows that optimism correlates strongly with resilience and better coping mechanisms.

3. Steadiness (S)

- Characteristics: Reliable, calm, team-oriented.
- Potential link to resilience: High-Steadiness individuals' calm demeanour and focus on relationships may help them maintain emotional stability during adversity.
- Supporting evidence: Emotional stability and consistent behaviour are noted in studies as contributors to resilience, particularly in collaborative environments.

4. Conscientiousness (C)

- Characteristics: Detail-oriented, structured, disciplined.
- Potential link to resilience: High-Conscientiousness individuals may use structured problem-solving and self-discipline to navigate stress.
- Supporting evidence: Research on traits like conscientiousness indicates a connection to resilience through planned and goal-oriented coping strategies.

General Research Evidence

Trait Resilience Studies: Studies on personality frameworks (like the Big Five) suggest correlations between traits like emotional stability, extraversion, and conscientiousness with resilience.

`Since DISC overlaps conceptually with these traits, a similar relationship is plausible.