

Psychological Capital (PsyCap) Multirater Feedback Report

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Prepared on December 12, 2013 for:
Sample Person

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The Psychological Capital (PsyCap) Model

This Psychological Capital (or simply PsyCap) feedback report is based on rating yourself and having others rate you on the Psychological Capital Questionnaire (PCQ). This report will help you to develop a plan for enhancing your personal and leadership effectiveness in terms of the PsyCap state-like HERO components. This report provides feedback on how you and those who have rated you perceive your attributes on the HERO components of Psychological Capital: **Hope, Efficacy, Resiliency and Optimism**. We also provide your self-ratings in this report to compare to your raters' evaluations.

Three terms will be used in this report: 1) Psychological Capital is a measure comparable and complementary to measures of human (or intellectual), social and traditional economic capital. 2) The term **PsyCap** is specifically how this measure comprising four specific constructs relates to Hope, Efficacy, Resiliency, and Optimism. 3) The term **Psychological Capital Questionnaire (PCQ)** refers to 24 specific questions used to measure Hope, Efficacy, Resiliency and Optimism, six questions each.

The following represents what constitutes a formal definition of Psychological Capital: Psychological Capital (PsyCap) is a positive state-like capacity that has undergone extensive theory-building and research. Psychological Capital is defined as an individual's positive psychological state of development and is characterized by:

1. persevering toward goals and, when necessary, redirecting paths to goals in order to succeed (hope);
 2. having confidence to take on and put in the necessary effort to succeed at challenging tasks (efficacy);
 3. when beset by problems and adversity, sustaining and bouncing back (and even beyond) to attain success (resilience); and
 4. making a positive attribution and expectation about succeeding now and in the future (optimism).
- Luthans, Youssef & Avolio, Psychological Capital (Oxford University Press, 2007, p. 3).

The term "state-like" used above means these characteristics can be developed in a person. It has been shown that Psychological Capital can be trained and improved with practice and intentional effort.

Thus, PsyCap consists of efficacy, optimism, hope and resilience and when these are combined into a single measure they have been shown to better predict performance and job satisfaction than any single factor of the four factors (Luthans, Avolio, et al., 2007).



Evidence-Based Management (EBM)

Published research on PsyCap has found that it is related to multiple performance outcomes in the workplace:

- Lower employee absenteeism
- Less employee cynicism and intentions to quit
- Higher job satisfaction, commitment, and organizational citizenship behaviors

Research has also found PsyCap can be enhanced by a supportive work climate. In terms of being learnable, PsyCap has been developed by short training sessions in both classroom and field settings and electronically through the internet (Luthans, Avey & Patera, 2008).

Besides these studies relating Psychological Capital directly to attitudinal and performance outcomes, recent research indicates that Psychological Capital may also have implications for the following:

- Higher job satisfaction, commitment, and organizational citizenship behaviors
- Combating stress (there is a negative relationship)
- Helps to facilitate positive organizational change (Psychological Capital is related to positive emotions that are in turn related to their attitudes and behaviors relevant to organization change)
- Mediating the relationship between supportive organizational climate and employee performance
- Has been demonstrated to be related at the team level (i.e., collective PsyCap) to performance and mediates the relationship between authentic leadership and team performance (Walumbwa, Luthans, Avey & Oke, 2009).

The PCQ-24, a measure of Psychological Capital that was used for this report, has undergone extensive psychometric analyses and support from samples representing service, manufacturing, education, high-tech, military and cross cultural sectors. The resulting score represents your level of positive Psychological Capital.

Each of the four components in Psychological Capital are measured by six items adapted from existing published measures (efficacy -- Parker, 1998; hope -- Snyder et. al, 1996; optimism -- Scheier & Carver, 1985; and resilience -- Wagnild & Young, 1993).

What is PsyCap?

Following are specific definitions of the PsyCap sub-scales of HERO.

Hope: The Will and the Way

Hope is based on the theory-building and research of Rick Snyder. Hope is defined as "a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)" (Snyder, Irving, & Anderson, 1991, p. 287). The agency (or will power) and pathways (or way power) components of hope make it particularly relevant to the emphasis in today's workplace on self-motivation, autonomy, and contingency actions. Hope has been shown to relate conceptually and empirically to performance in various domains, including the workplace.

If I should find myself in a jam at work, I could think of many ways to get out of it.

Additional information appears in actual report.

Efficacy: Confidence to Succeed

Efficacy is founded on the work of Albert Bandura and his social cognitive theory. Applied to the workplace, efficacy can be defined as "an individual's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context" (Stajkovic & Luthans, 1998). A number of research findings have found highly significant relationships between efficacy and work-related performance.

I feel confident analyzing a long-term problem to find a solution.

Additional information appears in actual report.

Resiliency: Bouncing Back and Beyond

Resiliency is defined as "the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility." (Luthans, 2002, p. 702). Characteristics of Resiliency include: a) the capacity to make realistic plans and take steps to carry them out; b) a positive view of yourself and confidence in your strengths and abilities; c) skills in communication and problem solving; and d) the capacity to manage strong feelings and impulses. All of these are factors that you can develop in yourself. Resiliency is relevant and necessary in today's workplace and relates to performance outcomes.

**When I have a setback at work, I have trouble recovering from it, moving on.
(Reverse of Resiliency)***

Additional information appears in actual report.

rated low on the

Optimism: Realistic and Flexible

According to Seligman (1998), optimism is an attributional style that explains positive events in terms of personal, permanent and pervasive causes, and negative events as external, temporary and situation-specific. Particularly relevant to the workplace is realistic flexible optimism, which equips organizational leaders and employees with the ability to discern when to use optimistic versus pessimistic explanatory styles, as well as the capacity to adapt those styles realistically to the situations at hand.

When things are uncertain for me at work, I usually expect the best.

Additional information appears in actual report.

rated low on the

Making the Most of Your Report

Look through the following suggestions before you begin closely reading your PsyCap Report. It will speed up your comprehension of the extensive information in the report, and your processing of this information about yourself to produce a unique and dedicated set of psychological capital development objectives.

About the Report

Section I

Note the structure of the PsyCap Report as shown on the contents page. The first section outlines the definition of PsyCap and Hope, Efficacy, Resiliency and Optimism. Your PsyCap profile is presented using the average rater aggregate scores - including a comparison with your own self-ratings ('Your PsyCap Profile'). The key is to compare your perception of yourself with the perception of those who know you (your raters). Your effectiveness in the world is both about what you believe about yourself and what others believe about you.

Section II

In this section your profile is compared with (if your organization chose to establish norms) norms for your organization. These norms enable you to see how your PsyCap attributes contrast with others in your organization. It is probably best not to want to be average when you compare yourself to others because the more PsyCap you have the better, based on the extensive research. The norm page provides you with a reference perspective, not a goal.

Section III

This section gives you a start on establishing your own PsyCap development plan - the top ten PsyCap strengths ('Style Strengths') are presented and then the lowest ten rated attributes for developing your PsyCap ('Areas for Development').

Section IV

This section includes a complete reporting of all feedback data collected by each of the twenty four PCQ items (six questions for each of the four styles).

PsyCap assessment (with the Psychological Capital Questionnaire, PCQ) does not automatically lead to psychological capital training and development. However, it is an excellent tool for developing a unique PsyCap development plan. Some general strategies and exercises are given in the last pages of the report to help you make the most of this investment: these are generic. By far the best results are obtained when you work with someone who can facilitate your development. This could be a peer, a supervisor, a coach or even someone who works for you. These individuals can help you to establish a specific and trainable set of objectives for your development. One of the reasons to have someone work with you as a coach is that you have someone to compare your perceptions about yourself with those who know you. Another reason is to suggest methods toward success that you might not have thought of, as well as to help make you accountable for sticking to a plan to change. You might also choose to work with a team or colleagues who can provide you with these independent perspectives.

Making the Most of Your Report (Cont.)

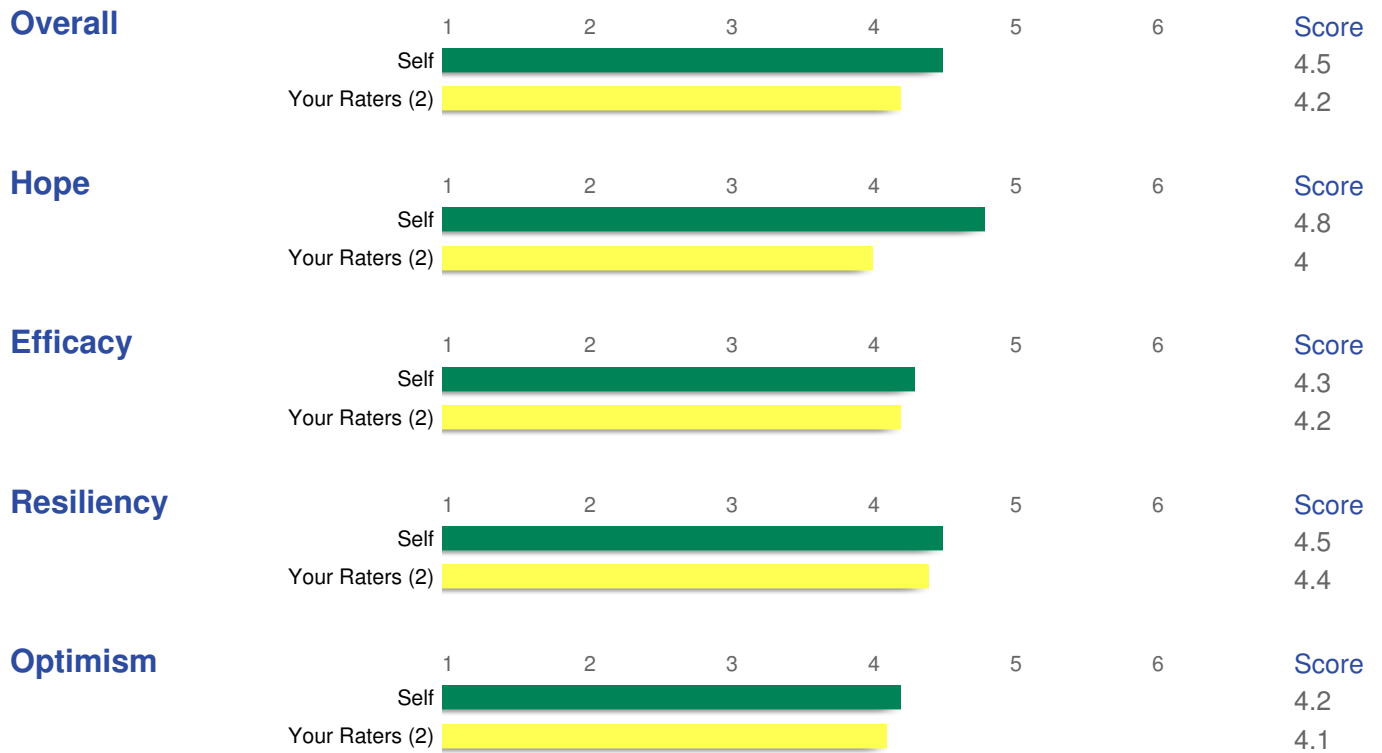
When viewing your report for the first time keep in mind the following suggestions:

1. Look through the report when you are not distracted by other things.
2. Do not just compare yourself with "the norms" (other individuals) -- they can be sub-optimal! In general the more PsyCap you have the better.
3. Consider the following questions. Notice that the questions start by focusing your attention to your PsyCap strengths.
 - a) What are my PsyCap strengths? How can I leverage these attributes?
(Which PsyCap aspects were rated high by your raters that you already knew were strengths?)
 - b) Areas where I tend not to perceive myself as having PsyCap strengths, but where my raters see me as having strengths:
(Which PsyCap aspects were rated high that you did not know were strengths?)
 - c) Areas where I need to develop my PsyCap.
(Which PsyCap aspects were rated low that you know are low and could develop?)
 - d) Specific PsyCap attributes I need to develop:
(Which PsyCap aspects were rated low by your raters that you did not realize were low?)
 - e) Areas where I see myself as being stronger than I am perceived to be by others:
(Which PsyCap attributes do I rate myself higher than I am being rated?)
 - f) Which issues really challenge my thinking about my PsyCap?
4. After you have reviewed your PsyCap results, work through Section V on Developing Psychological Capital. Two separate sections provide strategies and exercises to allow you to go as deep into your development as you want. You can come back to this report and work with it over time.

Your PsyCap Profile

The table below shows your aggregate ratings, including your self-rating. The average agreement score for this PsyCap scale can be interpreted with the scale below:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Somewhat Disagree
- 4 = Somewhat Agree
- 5 = Agree
- 6 = Strongly Agree



Comparison with Norms

The graphs below show how you and your raters perceived the frequency of attributes for each PsyCap scale compared to various norms for the PCQ. Organizational norms are provided on this page only if chosen by your organization.

The average agreement score for this PsyCap scale can be interpreted with the scale below:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Somewhat Disagree
- 4 = Somewhat Agree
- 5 = Agree
- 6 = Strongly Agree

Your Local Group

Population Group: Sample Norm

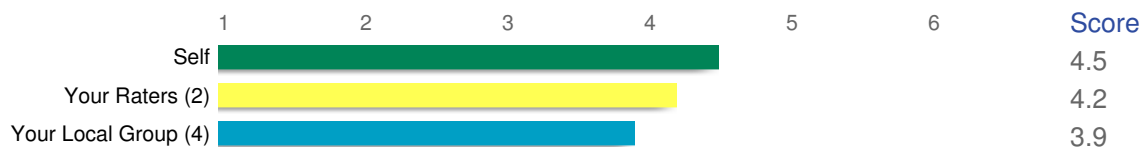
Number of participants in this norm: 4

Campaigns included in this norm:

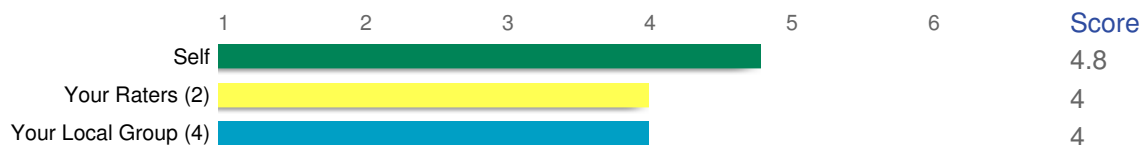
PsyCapMulti - Sample Group

PsyCapMulti - Sample Person

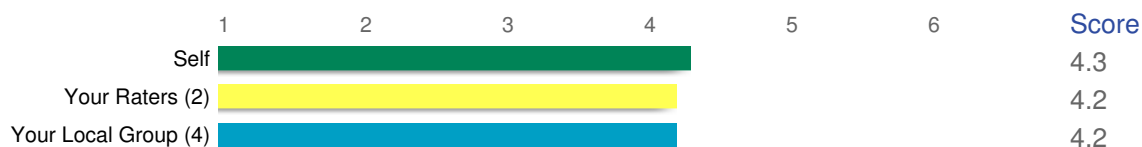
Overall



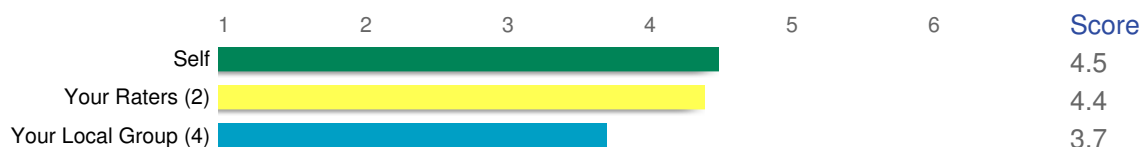
Hope



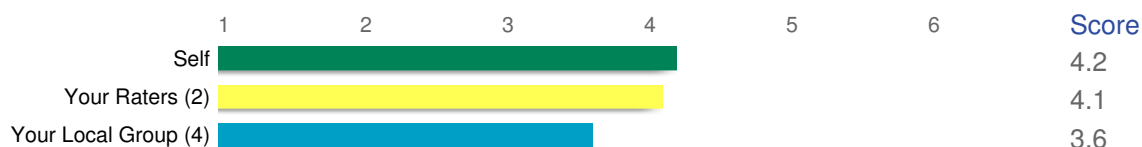
Efficacy



Resiliency



Optimism



Your PsyCap Attribute Strengths

This section sorts your PsyCap attributes as perceived by your raters. These are your **ten highest PCQ items**. Items are sorted in order from Strongest Agreement to Strongest Disagreement. Note that items with "Reverse" have a rater average that is "reversed" or 7 minus the rating. This means that you were rated low on the "Reverse" item which is a positive statement about you. The opposite of this item meaning would be your strength.

Score	Scale	Item
5.5	Resiliency	I usually take stressful things at work in stride.
5	Resiliency	<i>Additional information appears in actual report.</i>
5	Hope	
5	Hope	
4.5	Optimism	
4.5	Resiliency	
4.5	Efficacy	
4.5	Efficacy	
4.5	Efficacy	
4	Optimism	

Your PsyCap Areas for Development

This section sorts your PsyCap attributes as perceived by your raters. These are your **10 lowest PCQ items** and represents areas you could develop. Items are sorted from Strongest Disagreement to Strongest Agreement. Note that items with "Reverse" have a rater average that is "reversed" or 7 minus the rating. This means that you were rated low on the "Reverse" item which is a positive statement about you. The opposite of this item meaning would be the area for development.

Score	Scale	Item
4.5	Reverse of Optimism	In this job, things never work out the way I want them to.
4	Reverse of Optimis	<i>Additional information appears in actual report.</i>
4	Reverse of Resilien	
3	Hope	
3.5	Efficacy	
3.5	Hope	
3.5	Hope	
3.5	Resiliency	
3.5	Optimism	
4	Efficacy	

PCQ Items Self and Rater Averages

For each PCQ item, the tables below provide your self ratings, and the average and number of ratings at each rating value of your rater evaluations.

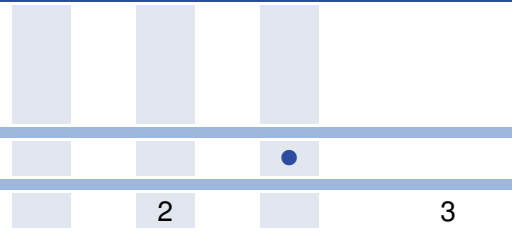
Hope

	Strongly Disagree 1	Disagree 2	Somewhat Disagree 3	Somewhat Agree 4	Agree 5	Strongly Agree 6	Average
If I should find myself in a jam at work, I could think of many ways to get out of it.							
Self						●	
Your Raters (2)				1		1	5
<i>Additional information appears in actual report.</i>							
					●		
				1			4
					●		
			1				3.5
				●			
			1				3.5
					●		
					2		5

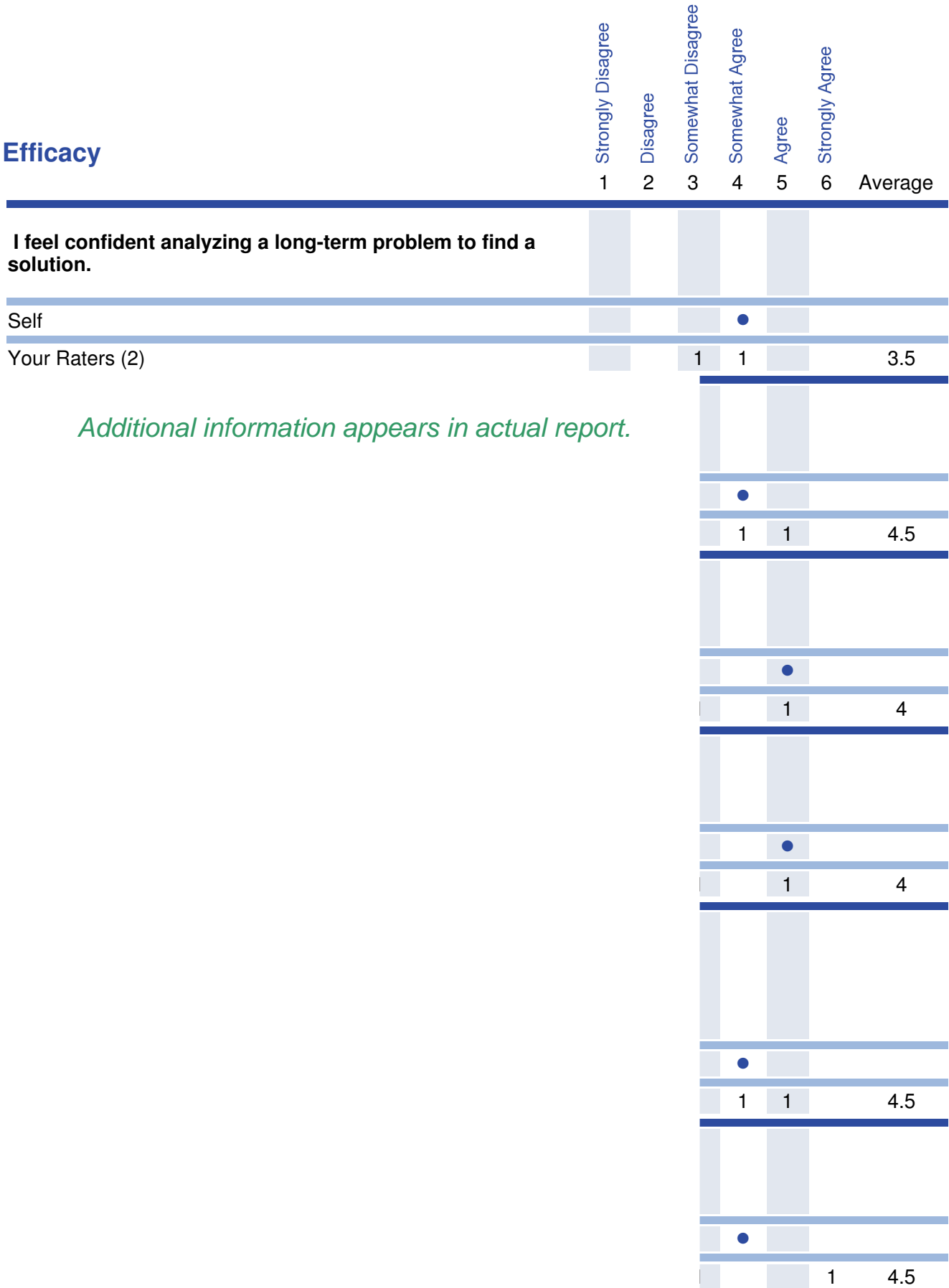
At this time, I am meeting the work goals that I have set for myself.

Self

Your Raters (2)



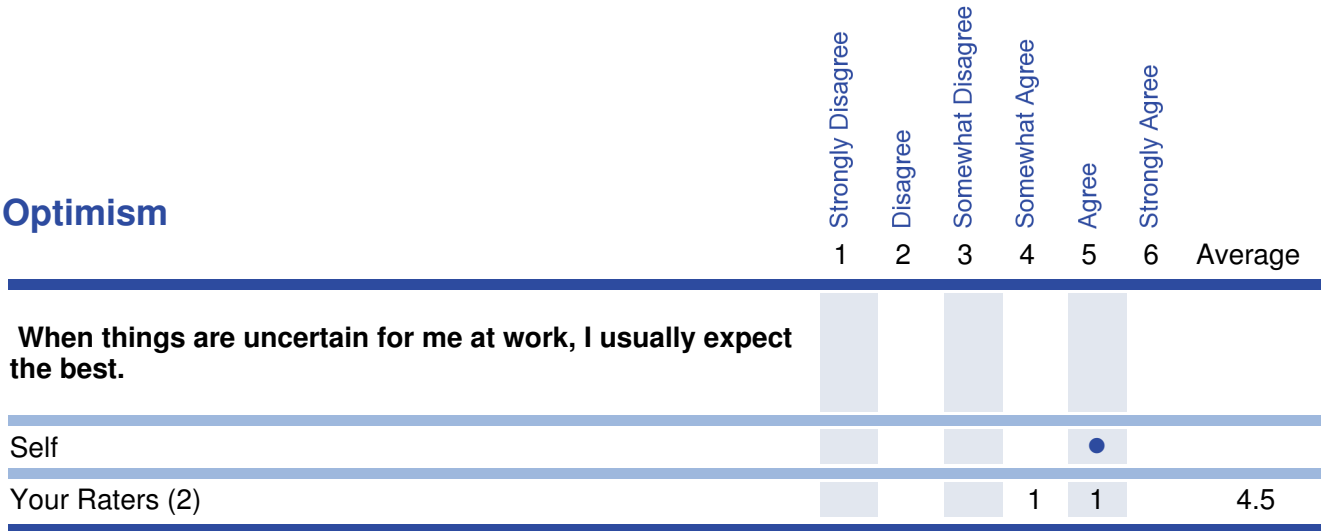
Efficacy



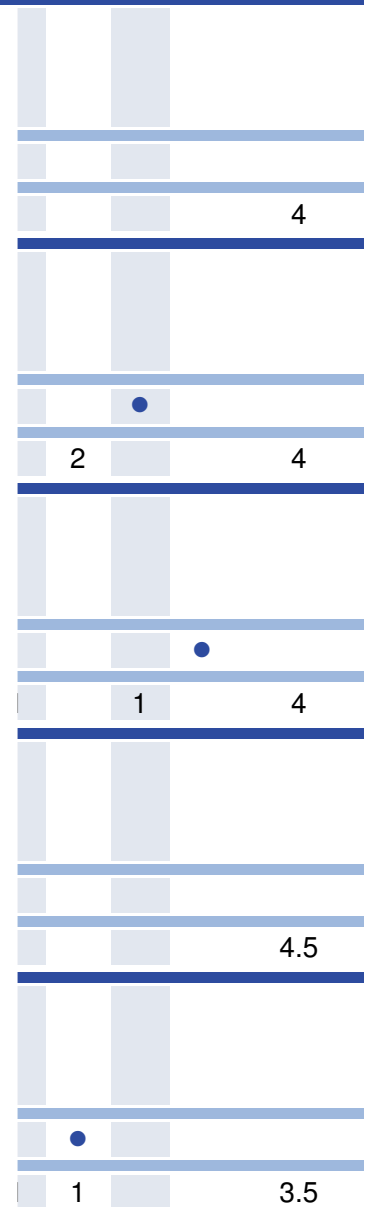
Resiliency



Optimism



Additional information appears in actual report.



Developing Psychological Capital

An effective model for developing a strong base of PsyCap is to learn how to effectively achieve goals. The following strategies may provide helpful general principles for developing the attribute.

Hope (Drawn from Snyder's Development Guidelines)

Performance Goals

Hope develops when your performance goals are achieved. It develops by effective goal-setting and achievement.

Goals that you contribute to

logical rational will

Additional information appears in actual report.

If you practice more persist

pend more effort, be s.

Stretch Goal

Hope can also yet achievab

le, challenging, and

Stretch goals they are with

on and yet you feel that

Stretch goals

You will be n milestones.

ole, and manageable

Efficacy (

Self-efficacy complex task

breaking down

Start with a s

Efficacy can

you the ropes." If the

task is more thinking-oriented, have someone think aloud so you can hear how to think about the task. It is important to see yourself in the tasks. It is helpful to have others encourage you toward success.

In general you will feel more likely that you can succeed if you are in good physical health and fitness. Feeling happy and positive about what you are doing will help as well.

Resiliency (Drawn from Masten's Development Guidelines)

Following are several strategies to build your resiliency.

1. Asset-focused strategies. These strategies focus on enhancing your perceived and actual level of assets and resources to increase the probability of positive outcomes for you.

This is about social capita

Additional information appears in actual report.

, abilities),).

2. Risk-focu than turn it d performance

tion, rather your

Similarly, tak inward) appr

anizationally

3. Process-f setting is a n develop.

effective goal skill you can

Taking a Ra One way of t encounter ro

er, you may .

In traveling tl knowledge w water river re

ore. Having ng a white

Similarly, in l move down ! tools for succ

l to safely assembling the

As you move As you move

ough rapids. igh.

Trusted companions traveling with you help you navigate through the rough spots.

Stopping to enjoy the river and resting is also key to success.

Optimism (Drawn from Schneider's "Realistic" Development Guidelines)

Realistic optimism can be developed by considering the realities of your situation.

Key to developing realistic optimism is:

- 1) Leniency for the past
- 2) Appl
- 3) Op

Additional information appears in actual report.

Leniency
technique

positive

Leniency for
yourself th

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it."

Leniency for
realistic, at

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Appreciat
aspects or

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Appreciatio
motivation

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If you can
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The key is
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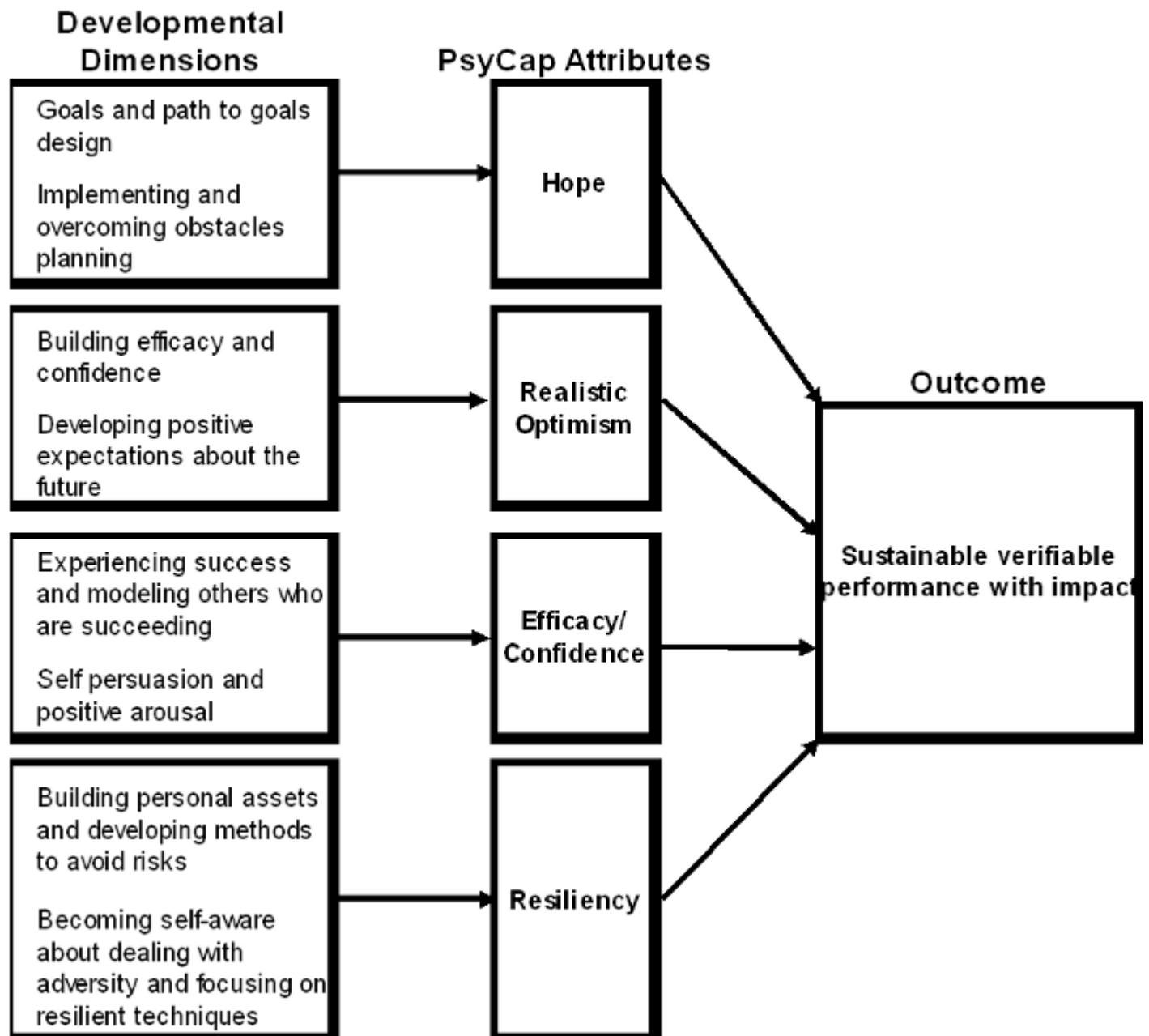
ciates, based

Realistic o
and even c

to accept,

Introduction to Exercises

To build Psychological Capital skills, following are exercises that will give you ideas for development. How this process relates to the PsyCap scales is shown in the following chart.



Hope Development

Hope can be developed by generating work-related goals that are valuable and reasonably challenging to you.

These goals should be:

These characteristics:

Additional information appears in actual report.

Practice generating a goal in your own way.

/our

It is important to generate goals and explore them.

g the

Optimism Development

Through the Hope Development process, you will be able to overcome obstacles. This can be done by:

Getting feedback from others on this with your own perspective.

ning

Efficacy Development

Now plan out the steps you will take to achieve your goal.

Discuss these plans with others about your goal.

from

Resiliency Development

Build an awareness of your strengths and goals?

ir

Once you have taken the first step, think of ways to overcome the obstacle.

ive

Identify obstacles that may arise.

When you are faced with adversity, do not become a victim.

ay do

What are your initial thoughts when faced with adversity? Now choose to focus on resilient thoughts based on knowing your resources and options to overcome the adversity.

Following are some exercises you can practice that will build your Psychological Capital

You can develop your Psychological Capital by:

- 1) Accurate
- 2) Devisi
- 3) Honing
 - a. Se
 - b. Ide
 - c. Ide

Additional information appears in actual report.

Adversi

You can de
identify the
manage yc

can
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Important

1. You are

2. How you

3. Risk is a
asking:

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- Wh.
- How
- Wh.
- Wh.

You are ce
critical dete
of adversity

ond are
it domains

Now focus
more proje

faced with

Do yo

Do yo

Or, dc

Risk is a relative term. What might be perceived as risky to one person might not be risky to another as each person has their preference for risk tolerance. In the resiliency literature, risk is generally defined as "An elevated probability of an undesirable outcome."

What is your i

Additional information appears in actual report.

Or does it take

In other words
might experien

range of impacts you

Not get the rai

In addition, ho

Is it a slight ch

There are sev
can better unc
responding fa

se dimensions, you
iances for

In addition, wh
easily minimiz
harder next tir

ht? Is there a way to
work, can I work

Again, risk is r
creative evalu

nd a thorough and

In summary, v... Consider how you
have framed risks in your life and how you can change the way you frame them.

Exercise 1

Identify a recent adverse situation and describe it as concisely as possible. Write this adverse situation out in a separate document.

Think critically about your response.

Frame the situation in a way that you can handle it as best as you have.

Additional information appears in actual report.

Look at all

Talk with

Record your

Practical

Think about
that is not

(what is going on now)

How are you

- De
- Ch
- Co
- En
- Be

How can you

Do you fear

?

What is the

How severe

What is the

Who can

Why? (Please

What additional ways can you look at the situation that will allow you to obtain more control in order to respond successfully now or the next time you are faced with the same or a similar situation?

Discuss Your Situation with Others

Talk to your friend
How did their view
difference between
are not? What

Additional information appears in actual report.

to each question.
is)? Is there a
y versus those that

What can you do
assess/minimize
differently? What
risk, control it, or

to
have done)
if how they perceive

Develop Your

You can develop

I have at hand.

Personal Resources
What personal

on?

What skills do I

How can I effectively

What people are

For example, give

- What people
here?
- Can I work
- Can I work
- Can I ask
- Can I rely

/ leveraged

Develop Your Social Resources

Your personal resources can include your knowledge, creativity, hard work ethics, psychological capital and the like.

If you don't have words, is there a way to understand things with the contacts and constituency in a

Additional information appears in actual report.

somehow? In other words, will help you to provide you with roles? Building

Your responses to adversity.

you with the

The greater the resources in varied situations

successful you will be

Another way to think about it: Following your own lead to withstand or come

through events. Building resources to

Exercise 2

Think back to the situation described in Exercise 1, your recent adverse situation. Think critically about the resources you are engaging to help you respond.

What other resources can you engage?

How can you respond better than you did?

Talk about your insights and re

Additional information appears in actual report.

1). Record your

This exercise
various assets
the more succ
ability to resp

ment of the
ugh adversity,
broaden your
esiliency.

Resource

Think again al
respond to the

ou engaged to

It is important
situation. Whe

his adverse
?

How can you

allenge?

Discuss Y

Talk to your cr
have used the
who are less s

w would they
rsus the ones

What can you
you in the futu

sources to help

Specifically, how can you adjust your use of personal resources to create an effective response to adversity and increase successful outcomes for your problems?

Taking Ownership

A key component of resiliency is building sense of ownership in your personal decisions and outcomes in your life.

- You must be responsible for your success.
- You must own your pursuit towards success.
- You must

Additional information appears in actual report.

In order to become what you desire and the

, we will not build the

In addition, we who determine (if only my boss way, they are c Generally people they do not ha

is us and us only s the victim mentality people think this of success. s of their success ng with adversity.

Next, you must and not from a and the criteria

al feeling you get it own the success

Lastly, you must can see yourself want to do and Once you reco

r true. Unless you a vision of what you ts will be made. o it.

In sum, if you c you must own

bility for success,

Goal Setting

Achieving the t

al setting.

Select a goal t you described

adverse situation

It is important to note that goals are not just relevant in your work place or on your job. Goals can be emotional or spiritual, social or work related, or anything else.

Goal Setting and Prioritization

1. Goals must be important to you in order to bring the positive emotions associated with goal accomplishment. Make sure the goal is important to you by checking on two things:

a. Who is setting this goal? A goal can make other people happy but it will only make you happy if it is set by you and is important to you.

b. Have you re-evaluated your goals? A goal that makes you happy at one time in your life may have little effect on you or even make you unhappy at another point in your life. Take time to examine the reasons that you are setting your goals (i.e. does this make sense in your current life circumstances).

Exercise 3

List your current goals

(Consider your goals based on whatever is at the top of your mind and the most important to you today.)

Next, mentally prioritize your goals and choose a goal you would like to work on.

- Quickly list a few
- Prioritize these
- Select a particular

Additional information appears in actual report.

Work Related Goals:

- Reduce pressure
- Increase motivation
- Get my team
- Get more information
- Reduce pressure

Will-Power

The goal of this exercise:

Will-Power (I)

Frame your goals

- Include environment
- Include weaknesses
- Approach
- Do-do vs. do-not-do
- Identify sub-goals

Goal Framing:

Approach vs. Avoidance:

1. An approach framework means that your goal is something you are trying to get or achieve. If your goal is in an approach framework, then you are always moving toward your goal.

2. An avoidance fra
reason that avoida
succeed at not doir

Additional information appears in actual report.

tuation. The
I can never fully

Take for example -
What if you don't sr

his goal is met?
Months? Years?

So you see the pro
emotions that come

eel the positive

What would be a w
cut-down, smoke o

re to slowly
: activities, etc.

What if you want to
example, the produ

ng quality? For

What if you want to

What about decrea

Creating Sub Goa

One way to get aro
sub-goals. In this w

le pieces or

You can think of the
that you know you

iential order so

Set a time or day w
success.

gress and

Review

We discussed three
therefore, more pos

eriences and

- Use concrel
- Use an appi
- Break your goals into sub goals.

Exercise 4

Rephrase Your Goal

Think about a concrete beginning and ending of your goal. What does success look like?

Now re-write your goal with concrete endpoints.

Can you identify a shared sub-goals.

Additional information appears in actual report.

hose major

Way-Power (Pathways)

Identify your path
Be sure to come

Take an inventory
Be sure to come

Visualize your path
Be sure to come

1. Identify your path

When you believe in
is to begin to generate

, the first step

The more paths that
paths will successfully

ie of those

2. Take an inventory of your pathways.

When you have generated these paths there are two more steps that you need to use in order to really get the most from your way-power.

The **first step** is

Additional information appears in actual report.

When you take a
will be able to us

ether or not you

There are a coup

Do you need to l
Do you need to e

Once you have t

inventory results.

3. Visualizing yo

The **second step**
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athletes who
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Sit down and thir
least 10 to 15 mi

goal. Do this for at

This visualization
(seeing yourself
yourself using the

the will-power
ation and see

Exercise 5

Diagram Your Goal

Take the goal that you are working on and create a diagram of that goal. The diagram should include the steps along the path to your goal so that you have an aid with which to visualize your goal pursuit. The diagram may contain more than one path to your goal or it may focus on the main path to your goal. Be creative!

Identifying Obstacles

What are the main

Additional information appears in actual report.

Identify your obstacles

The reason we run into things that block

to encounter

We call these im-

Obstacles can be things that block our path to our goal and

o have the ability to / are allowed to

In addition, when we have expended

because the energy is

Example

For example, so

twists his ankle.

Think through how

Let's start with a few different ways

what is to have

An example of a

If you can generate several different pathways toward your goal, you will decrease the chance that your goals will be truly blocked.

Exercise 6

Overcoming Obstacles

Using your current goal:

List any obstacles you can anticipate.

If none, think about this some more.

If yes, are there ways around this/these obstacles?

Are there other ways to reach this goal?

List the top three potential obstacles to achieving your goal. Consider those which are and are not in your control:

How will you deal with those obstacles when they come up? Can you think of any ways around them?

Overall Summary

Goal Setting

- Personally Valuable
- Reasonably Difficult
- Concrete Endpoints

Willpower (Motivation)

- Re-Evaluate Your Goals
- Expect Obstacles

Way-Power (Pathways)

- Identify Key Pathways
- Identify Alternative Pathways

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