

## ----- Mental Toughness Spectrum ----->

Based on ideas presented in *177 Mental Toughness Secrets of the World Class: The Thought Processes, Habits, and Philosophies of the Great Ones (2005)* by Steve Siebold

Levels of Awareness → Indicators ↓	Poverty and Working Class 15%	Middle Class 70%	Upper Class 10%	World Class 5%
Source of motivation	Extrinsic motivators such as material possessions and money			Intrinsic motivators such as dreams, desires and passions
Belief regarding success	Due to luck	Due to hard work	Due to intelligence	Due to sustained concentration of thought and action based on strong convictions
View of leadership	Do it or your fired	Command and control		Facilitated introspection, lead by example
Approach to problem-solving	Get bogged down by detail and quickly become overwhelmed		Take a linear approach; seek one right answer	Compartmentalize problems and focus on one problem at a time; non-linear thinking approach
Derivation of feelings	Fear		Superiority	Sincere gratitude, love, and abundance
View of adversity and conflict	Path of least-resistance, avoidance of conflict, view life as a struggle	Scorn hardships, seek acceptance by others rather than solution to problems	Conflict perceived as a painful experience, fear of suffering a bruised ego	A challenge through which learning, growing, and opportunity occur
Decision-making	Survival-based	Security-based	Ego-based	Spirit-based, focused on 4 questions: 1)Is it the truth? 2)Is it fair to all concerned? 3)Will it build goodwill? 4) Will it be beneficial to all concerned?
Winning, losing, and competition	Performance is based on staying out of trouble and avoidance of risk	Performance is based on not drawing attention to oneself and playing it safe	Want to win at any cost- competitive, driven by ego gratification, run over anyone who gets in their way	Win or lose- always follow a strict code of ethics, seek win-win solutions, create rather than compete, never sacrifice people for success
View of progress and change	Fear of unknown, acceptance of the status quo	Pre-judgment that change is not needed	Convinced their way is the only way	Willing to suspend disbelief and consider new ideas; curious; challenge the status quo; innovation is only way to survive and thrive; act as agents of change
View of failure	Failure is painful and should be avoided to maintain a sense of pride and dignity. Only attempt things they know they can do.		Engage in ego-protection, pain of failure is greater than pleasure of success.	Failure is a necessary building block of success and provides opportunity to learn from mistakes
View of knowledge and information	View knowledge and information as power	Fear and need to feel superior drive the protection of knowledge and information so that others don't learn what they know		Intelligent use of information is true power; act as information conduits for their organizations
Teamwork and cooperation	Compliant out of fear	Cooperation viewed as stroking the ego of the higher-ups, people-pleasers	Want to be in charge and have their ego stroked	Believe the whole is greater than the sum of it parts; team-oriented. Share accolades with the team.
Response to negative criticism	Emotionally wounded	Anger due to damage to ego		Expect criticism as the result of being successful
Reward system	Compensation should immediately follow effort	Compensation and gratification should be equal or greater to to to the amount of effort put forth		Delay gratification and compensation and focus on future achievements
Self-esteem	Lack of self-esteem resulting in lack of ambition	Weak self esteem resulting in small ambition and a need to prove oneself to others	Fragile self esteem resulting in ego-based ambition that seeks validation from the outside world	Strong self-esteem resulting in bold belief one can accomplish anything for the good of all. Willing to risk failure and rejection in order to do the right thing.
Risk-taking	Risk adverse; play it safe out of fear of being hurt or ego damaged			Risk driven; willingly take risks in order to learn and grow
Expectations	Pessimist <----->Optimist			

The Mental Toughness Spectrum was developed by Diana Dell ([diana@sqooltechs.com](mailto:diana@sqooltechs.com)) based on ideas presented in *177 Mental Toughness Secrets of the World Class: The Thought Processes, Habits, and Philosophies of the Great Ones (2005)* by Steve Siebold. The spectrum can be used by educators to monitor thinking and guide change in education. Duplication without revision is permitted. ©2007 SqoolTechs, LLC