



mental toughness

transformational case study

The Client

This Zenon client is moving from turnaround to transformation and need to change the way they work to deliver their financial, operational and clinical strategy.

Their 'Transformation Plan' cannot be delivered with the same resources that run the Trust on a day-to-day basis, so a Transformation Delivery Group is being established to become the 'engine room' of change.

The Requirement

The client needed to recruit a Transformation Director to work with the Clinical Director and Chief Executive to help plan and deliver the Transformation Plan.

It was critical that the Transformation Director was able to deal with opposition and possibly hostility and also to work under pressure and cope effectively with tight deadlines.

The team needed to be sure that they were recruiting someone who had the Mental Toughness to be able to withstand this pressure. Interviews and profiling are not necessarily specific enough to be able to probe the area of mental toughness in any depth. They were worried about selecting a suitable candidate.

The Solution

Zenon Consulting were able to offer a solution that not only measured the Mental Toughness of the candidates it also delivered the opportunity to receive 4 customised reports tailored to:

- The interviewing panel with suggestions of questions to ask
- The candidate for feedback
- A coach for the candidate: with suggestions of areas to coach in
- A development report for the candidate: with development suggestions

Zenon fed back the results to the interviewing panel making links to different areas in the job description and also fed back to the applicant. The client was also offered coaching to increase the Mental Toughness of the applicant as we would argue that Mental Toughness is not a static trait and can be increased.

The Results

The panel found it very helpful to have specific links made between the mental toughness results and the job description and to have guidance on the areas to probe.

The client successfully appointed to the role of Transformation Director.



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