EQ 360

360° FEEDBACK

REPORT

Serena Sample

Rated by: Manager(1), Peers(3), Direct Reports(3)

Leadership Development Program

November 22, 2011

Ovation

COACHING

MHS

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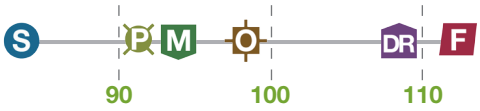
EQ 360

Welcome to your EQ 360 report

The EQ 360 is a multirater measure of emotional intelligence (EI) designed to provide you with a complete "360-degree" view of your emotional and social functioning. Your report combines your self-evaluation of EI with that of your raters, providing you with a rich understanding of your EI capabilities.

It is important to start with your self-evaluation first and then look at how others rated you, which is why throughout this report, you will see your results separated into "How You Responded" and "How Your Raters Responded."

- Self
- Manager
- Peers
- Direct Reports
- Family/Friends
- Other



How to read this report.

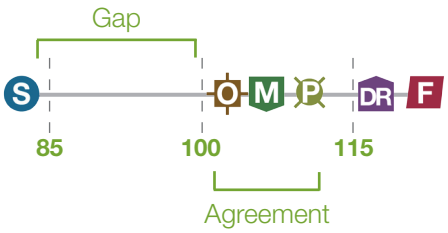
This report contains information gathered from both yourself (self rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

Scores.

You and your raters responded to the exact same items assessing your EI across a variety of skill areas (e.g., Empathy). You will see scores for each scale of the EQ-i 2.0 model. This model is depicted on the next page.

Confidentiality.

Aside from your Manager and yourself, there must be a minimum of 3 respondents in rater groups in order for results to be shown. If fewer than 3 individuals responded in the Direct Reports, Family/Friends, or Peer groups, their ratings will be rolled into an "Other" group to protect the confidentiality of the respondents.



Gaps and Agreement.

The terms "gap" and "agreement" are used throughout your report to speak to any differences or similarities that exist between rater groups. A gap exists when one group sees you as significantly different than does another rater group. Gaps of 10 points or more are considered significant. Agreement, on the contrary, exists when there is less than 10 points difference between rater group scores.

You are encouraged to fully understand your self-evaluation before diving into the results provided by others. Your report is structured in this way by showing your "self" results first, followed by your raters' results.

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EQ-i 2.0 Model of Emotional Intelligence

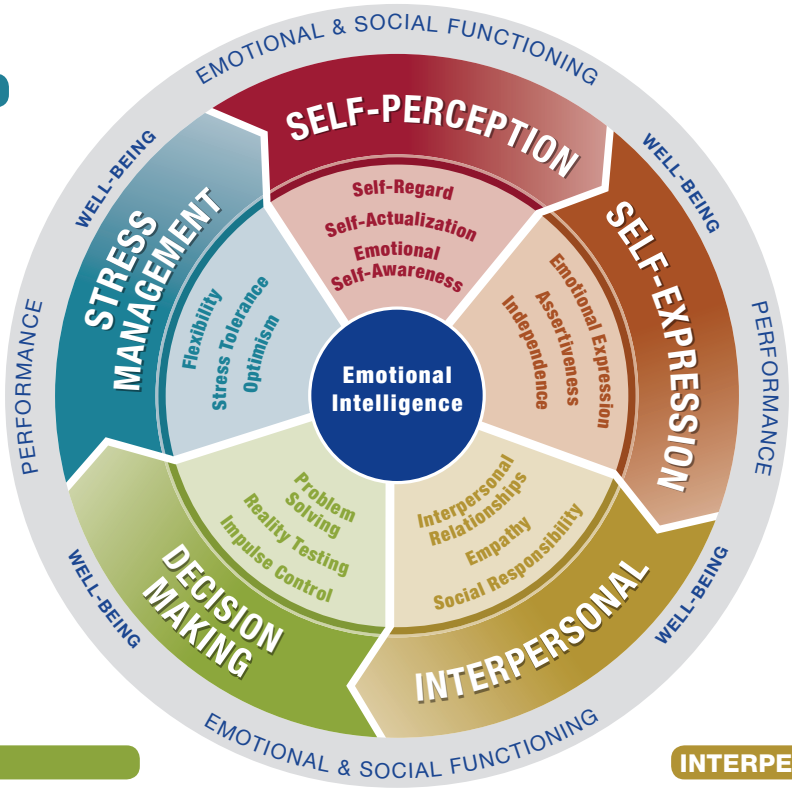
The EQ 360 is based on the EQ-i 2.0 Model of Emotional Intelligence. The questions that you and your raters answered measure the components of EI defined in the model.

SELF-PERCEPTION

Self-Regard is respecting oneself while understanding and accepting one's strengths and weaknesses. Self-Regard is often associated with feelings of inner strength and self-confidence.

Self-Actualization is the willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.

Emotional Self-Awareness includes recognizing and understanding one's own emotions. This includes the ability to differentiate between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on the thoughts and actions of oneself and others.



STRESS MANAGEMENT

Flexibility is adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.

Stress Tolerance involves coping with stressful or difficult situations and believing that one can manage or influence situations in a positive manner.

Optimism is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

SELF-EXPRESSION

Emotional Expression is openly expressing one's feelings verbally and non-verbally.

Assertiveness involves communicating feelings, beliefs and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.

Independence is the ability to be self directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed autonomously.

DECISION MAKING

Problem Solving is the ability to find solutions to problems in situations where emotions are involved. Problem solving includes the ability to understand how emotions impact decision making.

Reality Testing is the capacity to remain objective by seeing things as they really are. This capacity involves recognizing when emotions or personal bias can cause one to be less objective.

Impulse Control is the ability to resist or delay an impulse, drive or temptation to act and involves avoiding rash behaviors and decision making.

INTERPERSONAL

Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

Empathy is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

Social Responsibility is willingly contributing to society, to one's social groups, and generally to the welfare of others. Social Responsibility involves acting responsibly, having social consciousness, and showing concern for the greater community.

Based on the Bar-On EQ-i model by Reuven Bar-On, copyright 1997.

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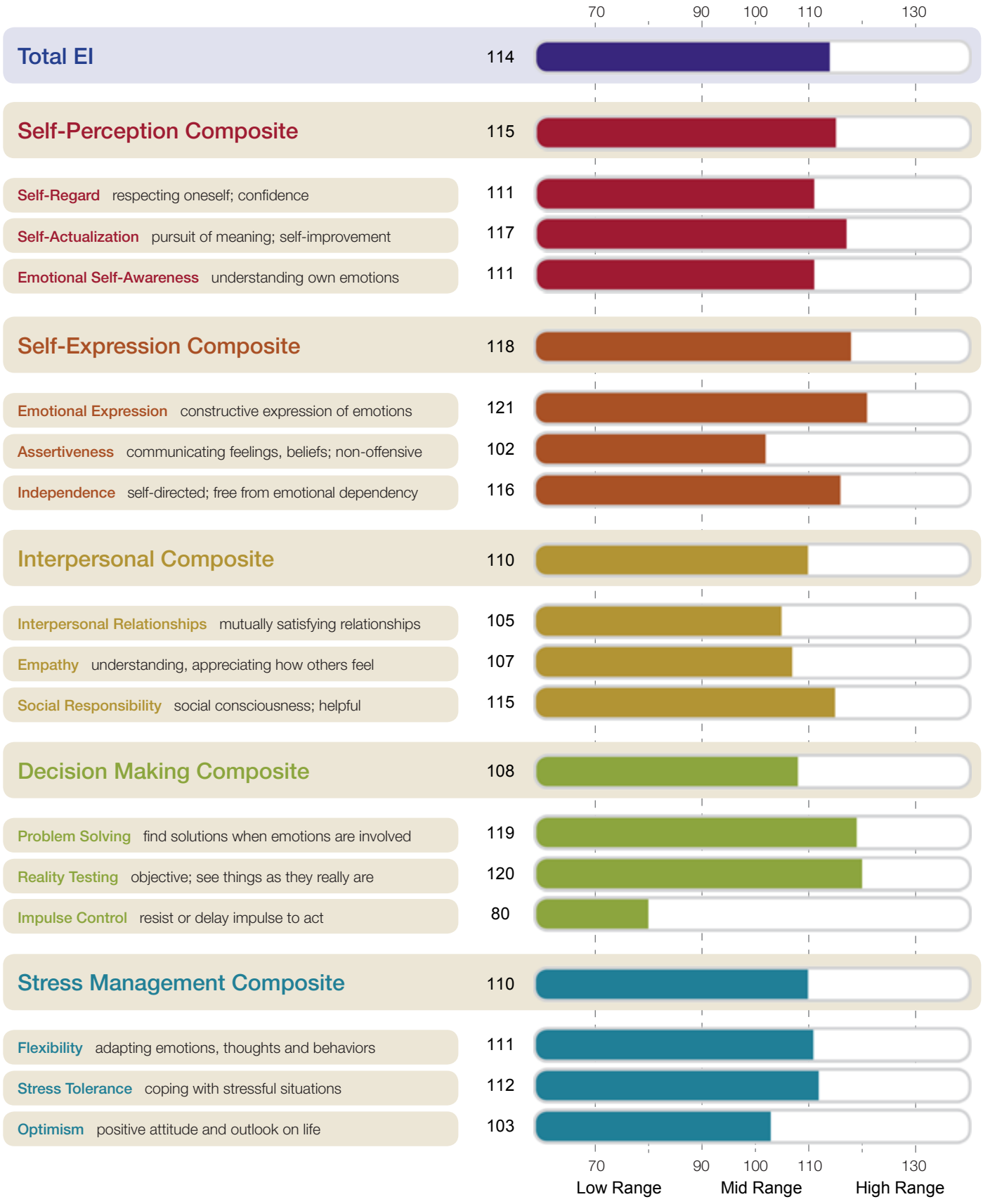
How You Responded: Summary



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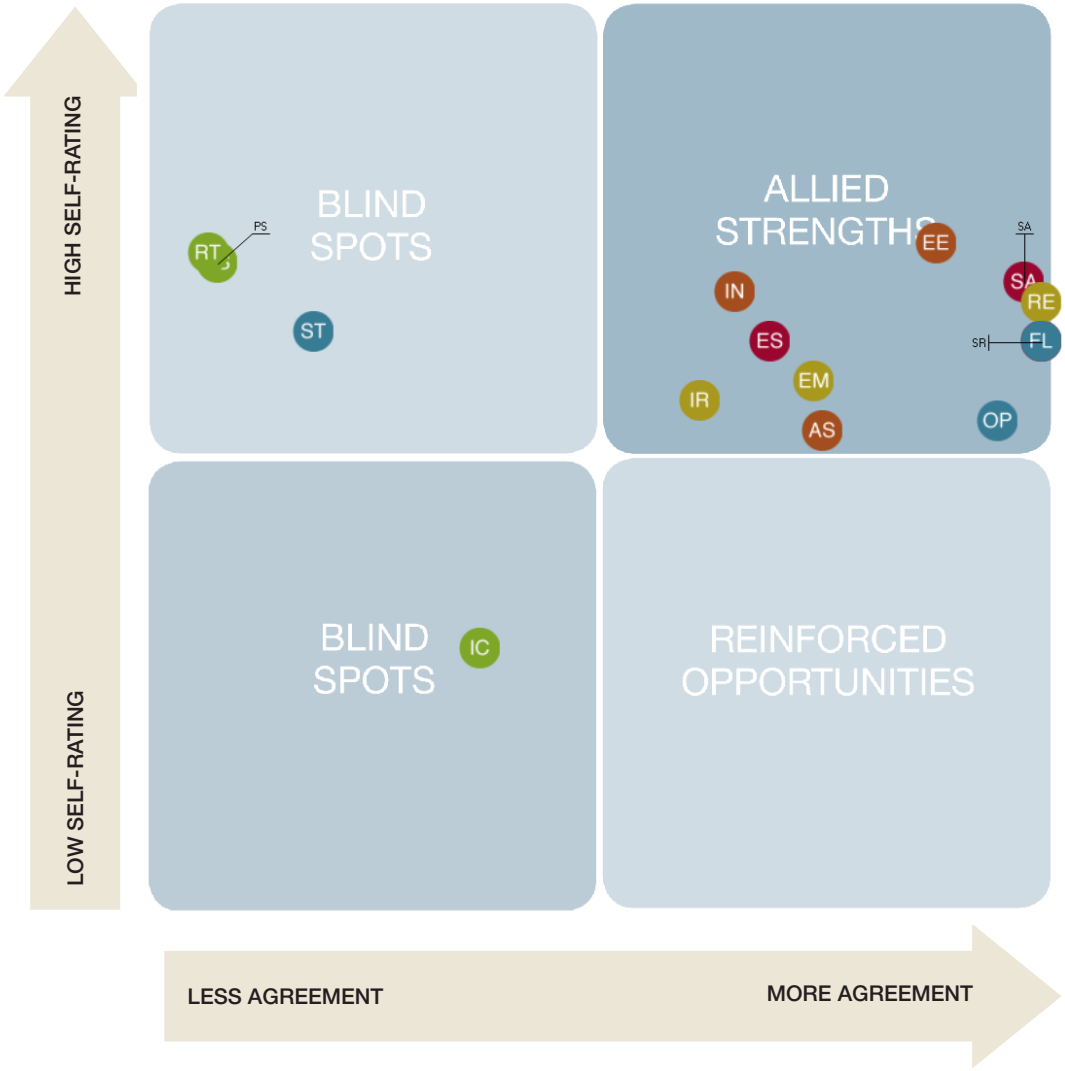
Profile Gap Analysis

The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you.

- The horizontal axis shows you how much agreement there is between your self score and the scores you received from your rater groups, across the various subscale. Subscales appearing to the far right indicate consensus—you see yourself demonstrating these behaviors much in the same way as do those around you.
- The vertical axis shows your self-rating. Higher scoring subscales will appear towards the top of the graph and lower scoring subscales at the bottom.
- Subscales that overlap with one another indicate a consistent experience of those particular EI behaviors.



LEGEND

SR Self Regard
SA Self-Actualization
ES Emotional Self-Awareness

EE Emotional Expression
AS Assertiveness
IN Independence

IR Interpersonal Relationships
EM Empathy
RE Social Responsibility

PS Problem Solving
RT Reality Testing
IC Impulse Control

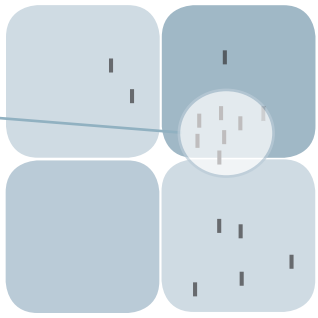
FL Flexibility
ST Stress Tolerance
OP Optimism

WHAT TO LOOK FOR:

Subscales falling in the left quadrants have awareness gaps, meaning you see yourself differently from the way others see you. You may be unaware of, or "blind" to your own EI strengths and weaknesses.

WHAT TO LOOK FOR:

Concentration in the two right quadrants indicates a healthy level of self-awareness.



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How You and Your Raters Responded: Summary

Now that you understand how you rated yourself on the EQ-i 2.0, you can begin to discover the richness of the data collected from your colleagues. The two graphs below show a broad overview of your results at the Total EI level and at a Composite Scale level.

Total EI:

Total EI provides a general indication of your emotional and social skills, and how these skills influence the way you perceive and express yourself, maintain social relationships, cope with challenges, and use emotional information in a meaningful way.

	70 90 100 110 130	Self (S)	Manager (M)	Peer (P)	Direct Reports (DR)	Family/ Friends (F)	Other
Total EI	DR S	114	106	108	107		

Composite Areas:

The five composite areas of the EQ-i 2.0 represent broad skill areas that are important in dealing with workplace demands. Once you understand your results in these broader areas, use the graph on the next page to dig deeper into your specific subscale results.

	70 90 100 110 130	Self (S)	Manager (M)	Peer (P)	Direct Reports (DR)	Family/ Friends (F)	Other
Self-Perception	DR S	115	112	111	110		
Self-Expression	M DR P	118	103*	118	114		
Interpersonal	F DR M	110	110	103	106		
DecisionMaking	DR S	108	97*	101	99		
Stress Management	DR S	110	104	107	106		

* indicates that there is a significant difference between this rater group's score and your SELF score

Self-Perception. Subscales in this composite address the 'inner-self' and assess your feelings of inner strength, confidence, pursuit of meaningful goals as well as your understanding of what, when, why, and how different emotions impact your thoughts and actions.

Self-Expression. Subscales in this composite are an extension of Self-Perception as they assess the outward expression or the action part of your internal perception. Such skills as openly expressing thoughts and feelings in a constructive way and remaining self-directed are included in this composite.

Interpersonal. The Interpersonal composite includes subscales which measure your ability to develop and maintain relationships based on trust and compassion, articulate an understanding of another's perspective, and act responsibly, showing concern for others, your team or your greater community/organization.

Decision Making. Subscales in this composite address the way in which one uses emotional information by understanding the impact emotions have on decision-making, including the ability to resist or delay impulses and remain objective so to avoid rash behaviors and ineffective problem solving.

Stress Management. This composite contains subscales which address how well one can cope with the emotions associated with change and unpredictable circumstances, while remaining hopeful about the future and resilient in the face of setbacks and obstacles.

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How You and Your Raters Responded: Summary

	EI Subscales	70 80 90 100 110 120 130	Self (S)	Manager (M)	Peer (P)	Direct Reports (DR)	Family/ Friends (F)	Other (O)
	Number of raters		1	1	3	3		
Self-Perception	Self-Regard		111	109	107	111		
Self-Perception	Self-Actualization		117	113	115	111		
Self-Perception	Emotional Self-Awareness		111	109	105	102		
Self-Expression	Emotional Expression		121	111*	120	115		
Self-Expression	Assertiveness		102	101	114*	106		
Self-Expression	Independence		116	96*	110	111		
Interpersonal	Interpersonal Relationships		105	108	99	105		
Interpersonal	Empathy		107	105	99	101		
Interpersonal	Social Responsibiilty		115	116	116	113		
Decision Making	Problem Solving		119	94*	108*	104*		
Decision Making	Reality Testing		120	104*	105*	105*		
Decision Making	Impulse Control		80	95*	89	89		
Stress Management	Flexibility		111	111	111	112		
Stress Management	Stress Tolerance		112	94*	101*	97*		
Stress Management	Optimism		103	107	108	107		

* indicates that there is a significant difference between this rater group's score and your SELF score

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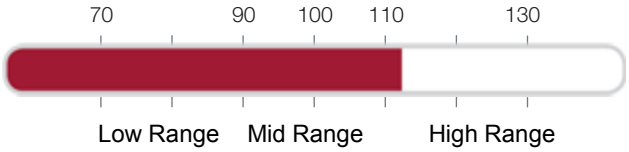
Name: Serena Sample

EQ 360

Self-Regard

Self-Regard respecting oneself; confidence

111



What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Serena , your result suggests that your self-regard is stronger than most people's. You know yourself and are comfortable with yourself, which generally translates into increased performance. You may have:

- a high level of respect for yourself, your talents, and your weaknesses.
- a willingness to confidently admit mistakes or unfamiliarity with a situation.

Emotional Implications on the Job

Emotional Implications. Your result may mean that on an emotional level, you are driven to achieve your fullest potential, have a more positive outlook on your capabilities, and are more confident in expressing yourself than those with average self-regard. The potential challenge is that you could lose touch with objective assessments of your capabilities. Draw on reality testing behaviors to maintain a healthy self-perception.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you objective data to confirm whether your self-beliefs are in line with what others see.

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Are there examples of where others didn't agree with your listed strengths?

Own up to Your Weaknesses. Although challenging, openly admitting your weaknesses can help keep your Self-Regard in check with how your colleagues see you.

- Record your reaction to any mistakes or errors you make over the next few weeks. If you find yourself blaming "the system" or others for your mistakes, you might want to start openly admitting your points of weaknesses.
- Rather than placing blame, use mistakes as opportunities to show you know and accept your weaknesses and put in place strategies that manage them, rather than pretending they don't exist.

Balancing Your EI

This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning.

Self-Regard(111)

Your Self-Regard is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Self-Regard with other subscales may lead to further EI development and enhanced emotional and social functioning.

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Name: Serena Sample

Self-Regard

Self-Regard respecting oneself; confidence

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
Overall, there is agreement between you and all your other rater groups that you recognize your strengths and weaknesses and that you portray confidence when working with others. This suggests that not only do you feel self-assured and self-confident, but you effectively exhibit these qualities to others. This quality is of particular importance if you need to motivate others; self-confidence is inspiring, making it easier to secure support and take charge when necessary. *How can you leverage your Self-Regard to accomplish greater personal goals? Is your level of self-confidence always a strength? Has it ever gotten you into trouble?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	5	4	3.67	4.33		
[illegible]	3	4	4	4.33		
[illegible]	1	1	1.33	2		
[illegible]	1	1	1.33	1.33		
[illegible]	1	2	1	1.33		
[illegible]	4	4	4	4.33		
[illegible]	4	4	4.33	4.33		
[illegible]	5	5	4	5		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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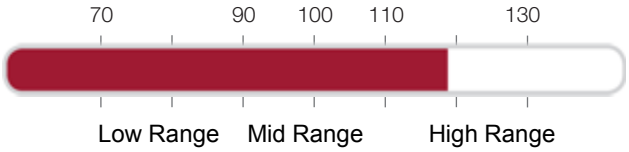
Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

117



What You Said:

Self-actualization can be summed up in three words: pursuit of meaning. While this may sound philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. Serena , your result suggests that you find deep meaning in your work, set challenging goals and expect the same level of engagement from others. In addition to the passion you bring to your job, your result may also mean that:

- you appear to be working or acting with a plan in mind.
- you continually hone your trade/skills and expect the same growth from colleagues.
- you are not usually satisfied with the status quo.

Emotional Implications on the Job

Emotional Implications. Your success and satisfaction with your life can probably be traced back to you doing what you enjoy in both your work and personal life. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that your talents are being put to good use and should a setback occur, you can bounce back quickly knowing there is a greater purpose behind your actions.

Strategies for Action

Spread the Word. Imagine the progress your organization would experience if everyone was just a little more passionate about their jobs! Obviously you can't force people to become self-actualized, but you can put your enthusiasm on stage for others to take notice and hopefully join in.

- Start something new at work that is in line with your interests and brings people together. For example, find some colleagues to join a professional organization, attend a conference (even better, be on a panel at a conference), try a new training course, start up a lunch 'n' learn, or invite people to form a corporate fundraising team for a local charity.

Great Expectations. Your high self-actualization means that you could unrealistically apply the same high achieving expectations to your colleagues or family.

- Examine the performance expectations you have for others. Have you "topped up" the level of performance you expect beyond what's adequate for successful job performance? For example, if you spend 10 hours at work, do you unfairly judge someone who only works the required 8 hours as less committed to their job?

Balancing Your EI

This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Self-Actualization(117) > Optimism(103)

Your Self-Actualization result is higher than your Optimism result. These components can be better balanced by taking the time to recognize and celebrate successes. This approach is a good way to stay focused on positive results and become more optimistic toward future endeavors.

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Name: Serena Sample

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
You agree with your rater groups that you have achieved a significant level of Self-Actualization and this likely has a positive influence on your daily functioning. This result suggests that those you work with may describe you as a self-motivated, goal-driven individual who seeks improvement in oneself and inspires the same improvement in others. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that they are being put to good use. You also know there is a greater purpose behind your actions, so if something goes awry your resilience and fortitude are likely to get you back on track more quickly than someone who has a lower sense of meaning in their pursuits. *Are your activities and interests varied, or do you focus your energy on just a few key passions? What benefits does your level of self-actualization have on meeting your performance objectives?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	5	4	4.33	4.67		
[illegible]	5	5	4.67	4.67		
[illegible]	5	5	5	4.67		
[illegible]	4	5	4.33	4.33		
[illegible]	4	5	4.67	4.33		
[illegible]	4	4	4.67	4		
[illegible]	5	4	4.67	4		
[illegible]	4	4	4.67	4.33		
[illegible]	5	4	4	4.33		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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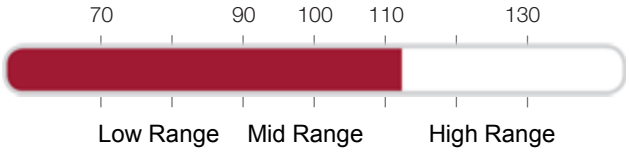
Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

111



What You Said:

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Serena , your result indicates that more than most people, you are conscious of your emotions and the impact they have on your performance. It is likely that:

- you view both positive and negative emotions as precious feedback from which to learn.
- you are attuned to slight nuances between emotions (e.g., contempt and anger).
- you have a solid read of your inner self—you can differentiate between and manage a full spectrum of emotions.

Emotional Implications on the Job

Emotional Implications. An emotional implication of your result is that you have a very active internal monologue, where you are constantly processing and evaluating your emotions. While this is a natural process for you, for others it may be difficult and they may not pick up the same emotional cues that you do. You have solid emotional knowledge; now apply it to working with others, making decisions and managing stress.

Strategies for Action

See the Finer Things in Life. Regardless of your role at work, a good practice is to really observe your colleagues' reactions during intense interactions.

- What do their facial expressions, tone of voice, choice of words, and body language tell you about their mood? Because you already easily recognize these signals in your own body, try to pick up on the smallest cues of others.
- Your next move must take into account their emotions. For instance, match their tone of voice, or if you have recognized worry in their facial expression, try to answer their concerns before they ask—this will really show that you have picked up on fine emotional signals during your interaction.

Managing Your Emotional Radar. You pick up on emotions faster than most people, so when you experience an emotionally charged situation at work, make sure you are not always the first one to comment on what emotion you are sensing.

- Learn to ask others what feelings they perceived (e.g., "How do you think the meeting went?") and see if this differs from your own evaluation. This will help prevent your "emotional radar" from being overbearing and influencing the emotions others see.

Balancing Your EI

This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Emotional Self-Awareness(111) < Emotional Expression(121)

Your Emotional Self-Awareness is lower than your Emotional Expression. Try to explain why you are expressing a certain emotion. For example, provide reasons for why you are worried about an upcoming business meeting—don't just be worried. Aligning these components helps you manage your own emotions more effectively, and helps others to more effectively deal with the underlying cause.

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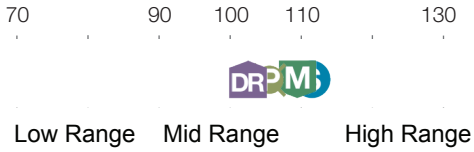
Name: Serena Sample

Emotional Self-Awareness



Emotional Self-Awareness understanding own emotions

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
You agree with all your rater groups that you usually identify your emotions effectively. These people would describe you as knowledgeable about what you are feeling and why you are feeling a certain way. You can navigate your emotional landscape and recognize when performance is being affected by your mood. Your consistency with your raters suggests that you are putting your emotional understanding into action across most, if not all, interactions. *What can you learn from such high agreement on your Emotional Self-Awareness to apply to other EI skill areas? How does your Emotional Self-Awareness support other EI skills?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	5	3	3.67	3.33		
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[illegible]	4	4	3.67	3		
[illegible]	4	4	3.67	4		
[illegible]	4	4	3.67	3.33		
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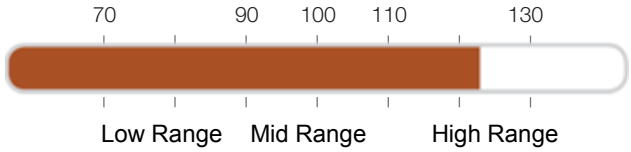
Emotional Expression

Emotional Expression constructive expression of emotions

121



What You Said:

Individuals who effectively express emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. Serena , your result suggests you extensively express emotion, using a large emotional vocabulary and nonverbal expressions to tell others how you feel. Your result suggests:

- you are comfortable expressing most, if not all emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- others do not have to assume what you are feeling, as what you say and do is evidence of your emotions.

Emotional Implications on the Job

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You rarely keep emotions bottled up, preferring instead to express and work through them with others. For you, it is likely a natural process to describe your emotions in a way that is genuine and consistent. One implication for you is that you might express emotion so freely that it is seen as inappropriate for certain situations.

Strategies for Action

Expression Check-In. Use Empathy and Interpersonal Relationships behaviors to carefully watch others' responses to your emotions.

- The next time you express what you feel pay close attention to others' reactions. Notice their facial cues, tone of voice and body language; does it match what you would expect? For example, is your colleague as happy as you are about your promotion, or does he/she appear threatened by your advancement?
- This check-in will remind you to be vigilant of others' reactions to ensure your expressions are at the right intensity.

Backing up your Emotions. Backing up your emotions with the potential business impact of what you are feeling will help inform others of the source of your emotions and ensure you aren't seen as too emotional.

- In advance of the next meeting or discussion where you will need to gain resources or buy-in, prepare a business case to back up what you intend to express. For example, rather than just being anxious, you could prepare the following: "I am really anxious about meeting our timelines for this product. I'm anxious because we have lost two engineers to another project. If we don't receive more support from engineering, I am concerned we will lose thousands with a late product."

Balancing Your EI

This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Emotional Expression(121) > Assertiveness(102)

Your Emotional Expression is higher than your Assertiveness. Are you more comfortable expressing thoughts and feelings than you are expressing directives? Balancing emotional expression and assertiveness requires not just expressing your thoughts, but also appropriately letting people know what action you expect to see.

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Name: Serena Sample

Emotional Expression

Emotional Expression constructive expression of emotions

What Your Raters Said:

There is variability in how your rater groups rated your Emotional Expression--some see you differently than you see yourself, while others agree with your self-assessment. This section details:

(1) the rater group whose score was most different from your self-assessment, and
(2) the rater group that agreed most closely with your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
This rater group sees you as less emotionally expressive than you see yourself. This gap suggests that your Manager(s) may not see the same level of emotion from you as you believe you are expressing. One implication of this is that you may appear to be withholding thoughts or feelings in your interactions with your Manager(s). Or there could be a mismatch between the words you use, your body language, and tone of voice, which could give the impression that you aren't being completely forthright. Building stronger and trusting relationships may be difficult if people do not believe that you are being open with your feelings. *Why do you think this rater group sees you as less emotionally expressive than you believe yourself to be? Are there certain types of feelings you don't express or discuss?*

Closest Agreement

The rater group that agreed most closely with your selfassessment:

YOUR PEERS

How your PEERS rated you:
Serena , you agree with your Peers that expressing your emotions seems to come quite naturally to you. This rater group would describe you as comfortable expressing most, if not all, emotions across different situations. You've probably been seen expressing yourself in a variety of ways using tone of voice, body language, facial expressions, and an expansive emotional vocabulary to clearly articulate how you feel. Those you interact with rarely have to guess how you feel about a particular decision or course of action. Your expressiveness helps to build two-way communication, heal interpersonal conflict, and gain the emotional, social, and tactical resources needed to be successful in your role. *Why do you think there is more agreement between you and your Peers than between you and other rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	2	2	1.33	2		
[illegible]	4	4	4.67	4.33		
[illegible]	2	2	2	1.33		
[illegible]	4	4	4.33	3.67		
[illegible]	1	2	1.67	1.67		
[illegible]	1	2	1	1.33		
[illegible]	1	2	1.67	2		
[illegible]	1	1	1.33	1.33		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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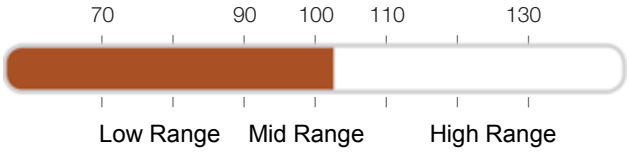
Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

102



What You Said:

Picture a line between the words *passive* and *aggressive*. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Serena , your results indicate that you are operating at the middle of this line, being able to clearly articulate your emotions and needs while respecting the relationships you have with others. Some of the following characteristics may apply to you:

- you are firm and direct when necessary.
- you are positioned to achieve your goals by articulating your needs.
- you bear in mind others' feelings and consider them when voicing your opinion or thoughts.
- you either back down or become slightly aggressive in times of mounting pressure.

Emotional Implications on the Job

Emotional Implications. For the most part, you are able to stand your ground and ensure your voice is heard. There will be times when you back down from your normally confident position. Something is being triggered at an emotional level that causes you to "cave in"; using your self-awareness to identify why this is the case will be beneficial.

Strategies for Action

Identifying Cave Points. What is it about certain situations that cause you to be less assertive than you wish to be? Lack of subject matter expertise? The presence of a more senior person? Unsure of your convictions?

- Identify the reasons for why you cave when you do.
- Use this information to proactively eliminate your cave points. For example, the next time you have a meeting on an unfamiliar topic, gather research ahead of time so that you can confidently voice your thoughts on the subject.

Assertive Body Language. To continue to ensure your assertive behavior is socially acceptable, be extra conscious of your body language, tone of voice, and emotional language when delivering your message (particularly if you are low in Emotional Expression and Emotional Self-Awareness); they may skew the message you are trying to put forth, even if you intend to be assertive with the content you are discussing.

Balancing Your EI

This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. Achieving balance between these subscales can enhance emotional functioning

Assertiveness(102)

Your Assertiveness is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Assertiveness with other subscales may lead to further EI development and enhanced emotional and social functioning.

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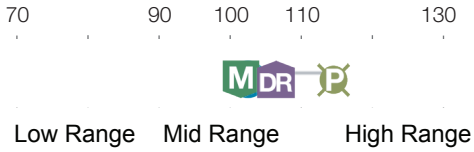
Name: Serena Sample

Assertiveness



Assertiveness communicating feelings, beliefs; non-offensive

What Your Raters Said:

There is variability in how your rater groups rated your Assertiveness--some see you differently than you see yourself, while others agree with your self-assessment. This section details:

(1) the rater group whose score was most different from your self-assessment, and
(2) the rater group that agreed most closely with your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR PEERS

How your PEERS rated you:
You rated yourself as less assertive compared to the ratings of your Peers. This gap suggests that you might be more assertive with this rater group than you are with other individuals. Perhaps you are more comfortable with your Peers which makes it easier to put forth your own views. Nonetheless, assertiveness is sometimes required in situations where you feel less comfortable, and finding appropriate ways to effectively state your ideas and opinions is important in those contexts as well. If your assertiveness is inconsistent, interactions with you can be more difficult. That is, because you speak up for yourself sometimes, people will assume you are comfortable doing so. When you do not, they will assume that you are content when you may not be. *What does it feel like to be assertive and forthright with your thoughts? Are there some instances where it is more comfortable for you to be assertive? What is it that enables you to be assertive?*

Closest Agreement

The rater group that agreed most closely with your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
You agree with your Manager(s) that you are generally assertive, articulating your needs respectfully. Because there is room to improve, Serena , you may benefit from identifying situations and certain individuals with whom you find yourself taking a more passive approach. What is it about these circumstances that tempers your intention to be assertive? Does the context require a passive position, or are you missing out on an opportunity to show conviction and perhaps be more effective in your role? Although your Manager(s) may agree with your self-rating, other rater groups are not in such close agreement with you. Inconsistent use of assertiveness can make you appear unpredictable, and others, particularly your teammates and direct reports, may lose confidence in you. *Why do you think the highest agreement on your Assertiveness result is with your Manager(s)?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	3	1	1	2		
[illegible]	4	3	3.67	4		
[illegible]	4	4	3.67	3.67		
[illegible]	3	3	4.33	3.67		
[illegible]	4	3	4	3.67		
[illegible]	4	4	4.67	4.33		
[illegible]	4	4	4.67	4.33		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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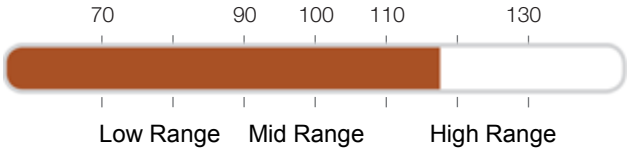
Independence

Independence self-directed; free from emotional dependency

116



What You Said:

Serena , being independent means you are capable of feeling, thinking, and working on your own. Your results show that this is a well-developed skill, as you are more than willing and capable of pursuing your own ideas and course of action. You are more likely than most to be decisive, directive, and accountable for the responsibility associated with making decisions. Consider the following interpretation of your results:

- you are comfortable making decisions on your own.
- you can work without direction or reassurance from others.
- you accept responsibility for your decisions knowing that at times people will disagree with you.

Emotional Implications on the Job

Emotional Implications. Your tendency to act and think on your own positions you to showcase your strengths in other areas of EI. Your strong Independence result also means that your emotions are freely expressed; you don't need reassurance or a group consensus to say what you feel. Remember that it is okay to reach out for help when you need it; always working alone can make you appear arrogant and alienating.

Strategies for Action

Independence Check. Not every situation requires you to act autonomously, although it may be your preferred approach to accomplishing your goals. Here are three questions you should ask yourself before making a decision independently:

- Am I missing subject matter expertise to make an informed decision?
- Am I hurting collaborative relationships by making this decision on my own?
- Does my decision have implications for those I work with? Would their input help me predict these implications?

Securing Buy-In. Effective, independent professionals don't march off in their own direction hoping that others follow; they balance self-directed thought with the ability to secure buy-in and support from key relationships.

- Examine past decisions that were not well supported by your colleagues. What did your decision-making process look like? Where might securing buy-in have broken down?
- Brainstorm ways that you can involve others in your decision-making process. The ultimate decision or plan may rest with you, but it will be easier to gain support when others feel empowered throughout the decision-making process.

Balancing Your EI

This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Independence(116) > Interpersonal Relationships(105)

Your Independence is higher than your Interpersonal Relationships result. Balancing these components means spending time and effort nurturing relationships, but not being overly reliant on them. Draw on the expertise of others when appropriate. Collaboration can help establish positive relationships.

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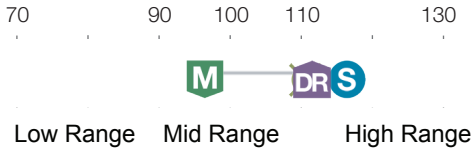
Name: Serena Sample

Independence



Independence self-directed; free from emotional dependency

What Your Raters Said:

There is variability in how your rater groups rated your Independence--some see you differently than you see yourself, while others agree with your self-assessment. This section details:

(1) the rater group whose score was most different from your self-assessment, and
(2) the rater group that agreed most closely with your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
The gap between how you and your Manager(s) responded suggests that you are seen as less independent than you believe yourself to be. Consider whether the decisions you make could appear to be heavily based on the input of others, particularly from the viewpoint of your Manager(s). It may be worthwhile to clarify what level of autonomy this rater group expects; perhaps what you believe to be gathering input is seen as seeking reassurance and validation by your Manager(s). Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Manager(s) have rated you lower than you did yourself on Independence? What are the implications of believing yourself to be more independent compared to how others see you?*

Closest Agreement

The rater group that agreed most closely with your selfassessment:

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:
You and your Direct Reports agree that Independence seems to come naturally to you. You are able to analyze a situation on your own, formulate an appropriate response, and move into implementation mode without seeking much approval. Serena , this independent approach shows initiative and suggests that you take responsibility for your actions when direction is limited. A note of caution for independent people is to ensure that you include others not only in an effort to gather relevant information, but to achieve full support and buy-in for decisions. Check in regularly with your rater groups to ensure your preference for autonomy does not spur feelings of neglect or lack of involvement in your decisions. *At what point do you think independence can become counterproductive? Would your other rater groups agree with this?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	1	3	2	1.33		
[illegible]	1	2	1.33	1		
[illegible]	1	2	1.67	1.67		
[illegible]	1	2	1	1.67		
[illegible]	2	2	2	1.67		
[illegible]	2	3	1.67	1.67		
[illegible]	1	2	1.67	1.67		
[illegible]	2	2	1	1.33		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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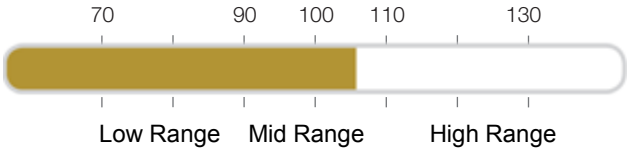
Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

105



What You Said:

Serena , this subscale is about developing and maintaining mutually satisfying relationships and your result suggests that generally you handle most social interactions well and with confidence. Being a contributing member of a team is something you value and you usually work toward creating relationships that support mutual goals. However, when relationships require maintenance, you may avoid putting in the required effort, preferring to work on your own instead. Some characteristics of your result are:

- you generally seek out new relationships, yet continue to take care of the ones you have.
- you understand how others can help you, as well as how you can help them.
- in unfamiliar or uncomfortable situations, you may be more hesitant to socialize.

Emotional Implications on the Job

Emotional Implications. While you value the relationships you have, continue to build your relationships by connecting with diverse individuals (e.g., people with different jobs, and levels of seniority). If you only forge relationships with people you are comfortable with, you may not receive balanced support, especially if your closest colleagues are similar to you and will likely not offer a differing point of view.

Strategies for Action

Step Outside Your Comfort Zone. Building resilient and trusting relationships with all types of people, whether you "like" them or not, is crucial to your success.

- Identify someone (colleague, manager, or customer) whose relationship with you is ineffective. Pick someone with whom if you had a stronger relationship you would be better able to reach your objectives.
- What have you done to earn this person's trust and his/her willingness to help you? Leverage your empathy to see things from his/her perspective. List what you think this person needs from you.
- Meet with this person to confirm your perspective. Emphasize the importance of understanding mutual needs and arrive at an action plan to support one another.

Recognition Goes a Long Way. Remember to celebrate events that are important to your coworkers, but also express recognition on a regular basis. Instances may include birthdays, promotions, or recognition for a job well done.

- Do you know what kind of recognition your coworkers prefer? Not everyone likes "Happy Birthday" sung at their desk or a reward given in front of their peers.
- Leverage empathy skills to determine what type of recognition motivates and is appreciated by each of your coworkers.

Balancing Your EI

This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Interpersonal Relationships(105) Problem Solving(119)

Your Interpersonal Relationships result is lower than your Problem Solving result. These factors work together effectively when decisions are made and problems are solved while considering how the decisions will impact those around you. Take extra time when needed to communicate with others from the beginning so that they are engaged in the solution process.

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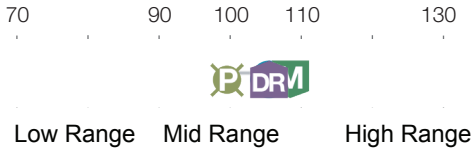
Name: Serena Sample

Interpersonal Relationships



Interpersonal Relationships mutually satisfying relationships

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
You and your raters all agree that you regularly focus on developing rich, mutually satisfying relationships. The consistency between these ratings and yours suggests that you have similar expectations for how your relationships should be maintained; if there are unmet expectations, it is likely that you are experiencing them to a similar degree. However, there is still room for improvement. Stronger relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. *How can you build stronger relationships at work? Are there people you would like to be closer to? How can you earn their trust and respect?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	5	4	3.67	4.67		
[illegible]	4	4	4.33	4.33		
[illegible]	4	4	3.67	4		
[illegible]	3	4	3.33	3.67		
[illegible]	5	5	4	4.33		
[illegible]	4	5	4	4.67		
[illegible]	4	5	4.33	4.33		
[illegible]	4	4	3.67	3.67		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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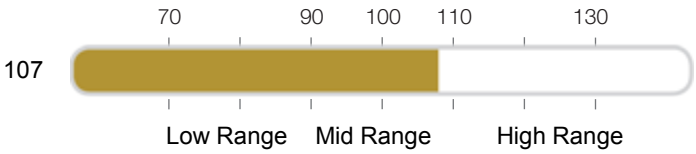
Empathy

Empathy understanding, appreciating how others feel



What You Said:

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Serena , your result indicates that you are generally an empathic person who is able to grasp what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable and open team member with whom coworkers feel safe sharing thoughts and ideas. With a result such as yours you may find:

- you are “tuned in” to how others are feeling.
- you care about the thoughts and feelings of others as much as you do your own.
- under times of stress or moments of defensiveness, your empathy is challenged since there is a tendency to focus on oneself when under duress.

Emotional Implications on the Job

Emotional Implications. Your result in Empathy provides a solid foundation for all other interpersonal skill areas. You draw on your ability to respect others so that your interactions with others appear sincere. Still, certain emotions may cause your normally empathic demeanor to crack. Anger, for example, can create problems for some people, causing them to become critical instead of caring and respectful.

Strategies for Action

Be Prepared. Prior to your next meeting, prepare by:

- Listing all attendees and what needs and expectations each brings to the meeting
- Predicting how they will act during the meeting. What issues do you need to be sensitive towards?
- Generating a number of questions to further understand your colleagues’ needs during the meeting. You may not be able to resolve conflicting needs, but these engaging questions will help show your interest and compassion for others’ situations and needs.

Connecting on a Personal Level. If you know colleagues on a personal level you will better understand what impacts their emotions and be in a better position to see situations from their perspective.

- With some of your lesser known colleagues, take the time to connect with them on topics outside of their field of work (e.g., children, sports, current events, traveling).
- With the next situation that calls for empathy on your part, draw upon this background information to show your sensitivity to their needs (e.g., “You must really be feeling stressed with two sick kids at home and I know your wife is away at that conference. How can I help?”).

Balancing Your EI

This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Empathy(107) ◂ Emotional Expression(121)

Your Empathy is lower than your Emotional Expression. Before expressing emotions, be sure to consider the impact that your emotions can have on others. By displaying a greater balance of empathic behaviors, you will appear more supportive and less directive in your interactions with others.

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Name: Serena Sample

Empathy

Empathy understanding, appreciating how others feel

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
You agree with your rater groups that you are typically appreciative, understanding and compassionate of others' feelings. The consistency between how you and others see your empathy suggests that your actions are genuine and that you can understand another's perspective regardless of who (e.g., manager, direct reports) you are dealing with. However, there still may be certain situations where you are less empathic. Try leveraging the empathy strengths you do have and apply them to situations where you may not show as much empathy as you could. *How would your raters describe the way you show empathy? Are there clear instances where you show less or more empathy?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	4	3	3.33	3.33		
[illegible]	4	4	3.33	3.67		
[illegible]	4	4	3.67	3.67		
[illegible]	2	4	2.67	2		
[illegible]	5	4	3.67	3.67		
[illegible]	5	3	3.33	3.67		
[illegible]	5	4	3.67	4		
[illegible]	4	4	3.67	4		
[illegible]	4	4	3.33	4		

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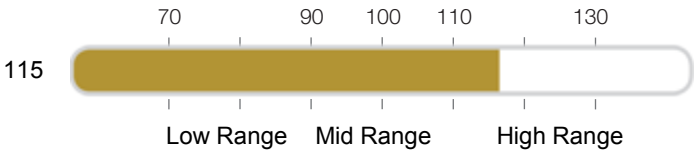
Name: Serena Sample

Social Responsibility

Social Responsibility social consciousness; helpful



What You Said:

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. Serena , your result suggests that you are highly altruistic in your efforts, taking most, if not all, opportunities to help others. Your concern for societal issues is demonstrated through the selfless contributions you make, both at work and in your community. Based on your result, you:

- consistently demonstrate your social conscience and are compelled to help others.
- are seen as a "Good Samaritan" who helps out without expecting anything in return.
- gain fulfillment from a variety of sources, including those activities outside of work.

Emotional Implications on the Job

Emotional Implications. You are able to keep your emotions in perspective, having observed firsthand the difficulties others are facing. Also, because you contribute to a wide variety of activities, your emotions are not tied to one source. For example, if you have a setback in one area (e.g., loss of a key client account), you can look to another area for relief (e.g., coaching basketball).

Strategies for Action

The Best Intentions. Check in with yourself to ensure that you are not avoiding your current emotional state by focusing solely on helping others.

- Ask someone close to you (e.g., family or close friends) to describe what your intentions to help look like from their perspective. Others may be able to see the real motives behind even the best intentions.
- If you are overly involved to the point that your personal well-being is neglected or you are placing unrealistic expectations on your friends, family or work peers for their social or corporate involvement, it may be time to reflect on your motives behind your desire to help others.

Inspiring Initiative. Inspiring others to be socially responsible can create an overall feeling of meaning and charity in the lives of others while fueling your passion for contributing towards the greater good.

- Leverage your passion for causes you care about by reaching out to your friends and family for help.
- Brainstorm several activities that you, family and friends can engage in to help at least one of these causes.
- Identify a plan, specific roles for each person and a timeframe for these activities.

Balancing Your EI

This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Social Responsibility(115) > Interpersonal Relationships(105)

Your Social Responsibility is higher than your Interpersonal Relationships result. To balance these components, make contributions to society by connecting with individual people. It is sometimes better to participate in a charitable event, for instance, than to simply donate money to a charity. Connect with individuals who are involved in the activities you pursue. Remember that being socially responsible can happen even on the smallest scale, helping one person at a time.

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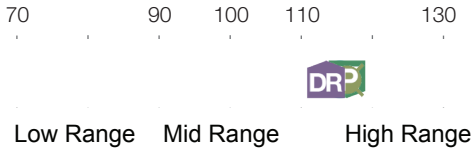
Name: Serena Sample

Social Responsibility



Social Responsibility social consciousness; helpful

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
There is agreement in your social responsibility results that suggests you frequently show concern for the welfare of others and participate as a cooperative and constructive member of your organization and community. For the most part, you believe that you are helpful and those around you would likely echo this sentiment. It is not uncommon to see someone with this level of social responsibility involved in a variety of social and leadership pursuits, which can be inspirational and motivating to your colleagues. Helping others also has benefits for you, such as positive emotions, improved relationships and greater confidence in managing change. Take care that when helping others, you do not take on the responsibilities of others at the expense of your own priorities. *At what point can social responsibility become counterproductive? Has helping others ever resulted in missing your own deadlines?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	5	5	4.67	4.67		
[illegible]	4	5	5	4.67		
[illegible]	5	4	3.67	3.67		
[illegible]	4	4	4.33	4.33		
[illegible]	4	4	4.33	4.33		
[illegible]	4	5	5	4.33		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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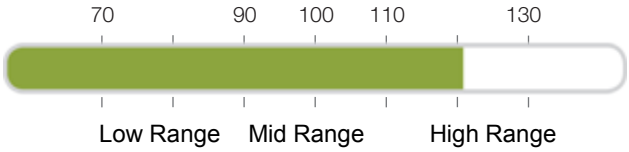
Problem Solving

Problem Solving find solutions when emotions are involved

119



What You Said:

Problem Solving is not about the quality of your solutions, but rather at how effectively you use your emotions in the process of solving a problem. Serena , this is an area of emotional intelligence that you use extensively; you tackle problems head on without being overwhelmed or distracted by your emotions. Your approach to problem solving is likely logical, uninterrupted, and involves gathering information before drawing a conclusion. Your result indicates:

- you see emotional information as playing a pivotal role but are not sidetracked by it.
- you work through the many steps of solving a problem without being emotionally distracted.
- you tend to stick with a problem until a solution is reached.

Emotional Implications on the Job

Emotional Implications. You are able to maintain a focused demeanor as you generate solutions to many types of problems. However, be aware that you may appear too removed from the gravity of the situation if you “turn off” your emotions in order to arrive at an objective decision. You still want to appear emotionally invested in the decisions you make.

Strategies for Action

Seek Understanding First. If you find yourself quick to jump into problem-solving mode, you might start implementing solutions without fully surveying the situation.

- Begin by explaining your interpretation of a problem to at least two people, one who is connected closely to the problem, and another who is a neutral third party.
- Don’t ask for solutions; present your summary of the situation and have them ask clarifying questions if needed.
- If there's a question to which you do not know the answer, that's a sign that you need greater understanding of the problem before you begin to solve it.

In the Mood. Emotions play different roles in the decision-making process. Learning ways in which you can generate both positive and negative emotions can help you to focus on the task at hand.

- Positive emotions help you stay open to ideas and brainstorm creative solutions. Identify ways to generate a positive mood to help you with the brainstorming phase of problem-solving (e.g., listen to music, talk to a friend).
- Negative emotions help you concentrate on the details or analyze the costs associated with each solution. Identify ways to generate a mood that can help you with the analytical phase of problem-solving.

Balancing Your EI

This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. Achieving balance between these subscales can enhance emotional functioning.

Problem Solving(119)

Your Problem Solving is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Problem Solving with other subscales may lead to further EI development and enhanced emotional and social functioning.

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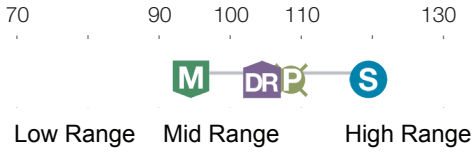
Problem Solving



Problem Solving find solutions when emotions are involved

What Your Raters Said:

Serena , your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
The gap between you and your Manager(s) suggests that you may not be leveraging your emotions to facilitate problem solving as much as you believe. To your Manager(s), you may appear more indecisive or overwhelmed when making decisions. Even if internally you feel very much in control of your emotional state, consider what your decision making process looks like from the perspective of your Manager(s). If you second-guess yourself, avoid problems, or blow things out of proportion, it can appear that your emotions have clouded the process. *What would your problem-solving process look like to your Manager(s)? What elements would cause them to provide you with a lower rating than you gave yourself?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	2	3	1.67	2.33		
[illegible]	1	3	1.67	1.67		
[illegible]	1	2	1.33	1.33		
[illegible]	2	2	2	1.67		
[illegible]	1	2	1.33	1		
[illegible]	1	2	1.33	2		
[illegible]	1	2	1.33	2		
[illegible]	1	3	2.33	2.67		

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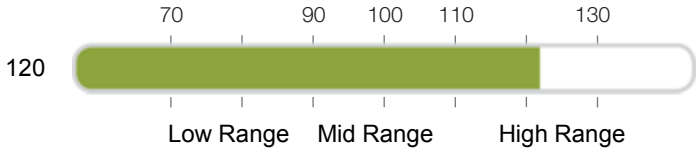
Reality Testing

Reality Testing objective; see things as they really are



What You Said:

Reality Testing—"being grounded" or "tuned into the situation"—means seeing things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans/goals. Serena , your results indicate that you have the ability to remain objective. By keeping your personal biases at bay, you likely make trusted and sensible decisions that others can buy into. Your result suggests:

- you are very unlikely to misinterpret critical information or allow emotions to color reality.
- you are keenly aware of your own strengths and weaknesses.
- you are attuned to your immediate environment and attentive to the task at hand.

Emotional Implications on the Job

Emotional Implications. Your ability to see most situations objectively may lead you to make very black and white conclusions: something is right or it is wrong, there are no shades of grey. Your emotions can also appear black and white: either you are angry or you aren't. For example, when an event triggers a slight emotion in others, you may remain emotionally neutral as you believe emotions cloud your assessment of the event.

Strategies for Action

Gut Checks. Emotions provide us with information about an event. If you ignore them completely, you are missing out on crucial data that objective analysis cannot provide.

- Try a few "gut checks" throughout your day. Reflect on how you felt about a discussion, calling a customer, making a decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., a 10 to 4 vote in favor of pulling the project) to take precedence over what your emotions tell you (e.g., Karen was furious that her project was cut).

Put your Realism to Work. You are likely to notice when personal bias is affecting your performance or your team's performance.

- Leverage this strength by using objective processes to facilitate the group's productivity (e.g., SWOT analysis, strategic-planning techniques) when you notice progress becoming sidetracked by personal agendas or unrealistic views of the situation.
- Research some facilitation or meeting management techniques to create a more productive mindset for your team, where the focus is not on exploring personal speculations, but rather on accomplishing realistic objectives in each meeting.

Balancing Your EI

This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. Achieving balance between these subscales can enhance emotional functioning.

Reality Testing(120)

Your Reality Testing is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Reality Testing with other subscales may lead to further EI development and enhanced emotional and social functioning.

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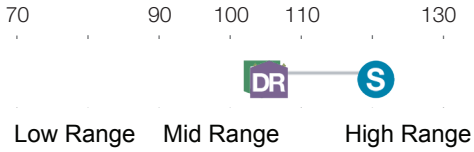
Name: Serena Sample

Reality Testing



Reality Testing objective; see things as they really are

What Your Raters Said:

Serena , your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
Your self-assessment suggests that you see yourself as more objective and realistic compared to the perception of your Manager(s). You may feel that you are setting realistic goals, and making clear, objective decisions; however, those around you (in your case, your Manager(s)) may not perceive the same level of practicality in these plans. Reality Testing includes being aware of what is happening around you, particularly when emotions run high. It seems that your Manager(s) may pick up on times when you are less tuned-in to situations, or when you see things as you wish them to be rather than how they really are. *Can you think of an example where your Manager(s) might have observed you being unrealistic or biased in your evaluation of a situation?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	5	3	3.67	3.67		
[illegible]	5	4	4.33	4		
[illegible]	4	4	3.67	3.67		
[illegible]	4	4	3.67	3.67		
[illegible]	5	3	3.67	3.33		
[illegible]	5	4	3.33	3.67		
[illegible]	4	3	3.33	3.67		
[illegible]	4	4	4	3.67		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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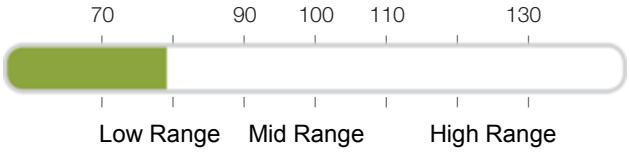
Impulse Control

Impulse Control resist or delay impulse to act

80



What You Said:

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Serena , your result shows someone who is more often impulsive and impatient than composed and controlled. You may respond in unpredictable ways to your emotions, making your coworkers uncertain as to how you will react. Your result may indicate a tendency to:

- be very involved and talkative during meetings or conversations.
- be impatient for action, antsy to move into the execution stages of projects.
- be high-strung or touchy.
- have an "act now, think later" approach to solving problems and making decisions.

Emotional Implications on the Job

Emotional Implications. Your low impulse control may cause you to ignore information that is present in emotions. Your experience of emotions is spontaneous; they appear and are gone with little warning and usually fail to appropriately direct your behavior. For example, you see your anger as just anger. You may miss the cause of your anger, your body's expression of anger, or how others are reacting to your anger.

Strategies for Action

Five Deep Breaths. Your best weapon against impulsive behavior is to force yourself to take pause before you jump into action.

- Take five deep breaths the next time you feel yourself being impulsive or interrupting someone.
- Give yourself this permission to pause. During this short 30 seconds or so, ask yourself what alternative actions you could take.

Voice of Reason. People with low impulse control usually have one internal voice and it says "go for it!" You (and your colleagues) may benefit from "pausing" that voice and taking time to consider reasons for staying the course.

- Look at your current workload and find a task or project where it is imperative that you see it through to completion.
- Anticipate points in the project plan where you may lose focus or be tempted to change priorities/processes.
- For each of these instances, prepare yourself against possible impulsivity with some counter arguments: build a case for why it is important to stay the course. These counter arguments to rash decisions become your voice of reason; bring them to meetings when you need a reminder to first evaluate a new direction before you "go for it".

Balancing Your EI

This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Impulse Control(80) ◂ Stress Tolerance(112)

Your Impulse Control is lower than your Stress Tolerance. The best decisions under stress are often made when you can remain "cool under fire" and not pressured into taking unnecessarily hasty action. Balancing your coping strategies with a deliberate and controlled behavioral style under stress can improve your overall performance.

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Name: Serena Sample

Impulse Control

Impulse Control resist or delay impulse to act

What Your Raters Said:

There is variability in how your rater groups rated your Impulse Control--some see you differently than you see yourself, while others agree with your self-assessment. This section details:

(1) the rater group whose score was most different from your self-assessment, and
(2) the rater group that agreed most closely with your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
You see yourself as being more impulsive than you are perceived by your Manager(s). As a result, your Manager(s) may assume that more thought and deliberation go into your decisions than is actually the case. You may have the ability to present convincing explanations even when decisions are made with little thought. Although this may be helpful in some situations, ultimately decisions made too quickly will lead to mistakes and your credibility will suffer. *What factors contribute to you acting impulsively? Why do you think you are seen as less impulsive by your Manager(s)?*

Closest Agreement

The rater groups that agreed most closely with your selfassessment:

YOUR PEERS and DIRECT REPORTS

How your PEERS and DIRECT REPORTS rated you:
Serena , the rater groups who agree the most with your self-rating of Impulse Control are your Peers and Direct Reports. The agreement here suggests that your impulsivity is noticeable to those around you. Always chasing the next great idea will lead others to believe you lack focus, discipline, and the will to commit to an established direction. If your team is resistant to your ideas, or you find yourself regretting things you have said or done, you will benefit from finding ways to be more focused and deliberate in your approach to work. *What are the positive and negative implications of having lower impulse control in your role? Why might your Peers and Direct Reports agree with your self-assessment?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	2	4	2.67	2.33		
[illegible]	3	2	3.33	3		
[illegible]	3	2	2.67	3		
[illegible]	3	2	2.33	3		
[illegible]	4	2	2.67	2.33		
[illegible]	3	3	2.67	2.67		
[illegible]	3	2	2.67	2.67		
[illegible]	3	2	2.33	2.67		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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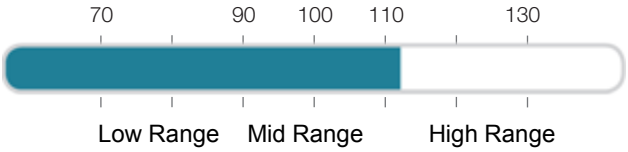
Flexibility

Flexibility adapting emotions, thoughts and behaviors

111



What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Serena , your results speak of a well-developed ability to adjust yourself to changing conditions and priorities. At work, you likely see change as necessary for innovation and staying ahead of the competition. You can easily assume a change leadership role, where you can encourage others to be as open to change as you are. Some indicators of your result are:

- you are more inclined than most to enjoy change.
- you are able to change your mind when evidence suggests that you do so.
- you have a compliant attitude to working with others, even when opinions differ.

Emotional Implications on the Job

Emotional Implications. Adapting comes easily to you, whether it be an unexpected schedule change or a new strategy for your team. This flexible approach means you may find it difficult to become emotionally invested, as you tend to work with an understanding that ties will inevitably be broken. Be cautious that you don't appear to lack conviction or become so flexible that your efforts are scattered.

Strategies for Action

Change for Change's Sake. Flexibility can look like impulsiveness if it is not grounded in sufficient thought and valid evidence.

- "Changing for change's sake" can leave a lot of people (including customers) shaking their heads in confusion over the loss of their once effective status quo.
- When you find yourself changing your thoughts, emotions, priorities, or direction, stop and ensure that this change is grounded in reasonable evidence and is not simply due to boredom with the status quo. This is particularly important if you are high in Interpersonal Relationships, as you may have the tendency to adjust your actions on a whim to the new ideas that are brought forward by others.
- Communicate this rationale for change to those impacted.

Stay the Course. Your ability to remain flexible is likely to come in handy. However, in team environments, it is very important to make sure your colleagues are aware of any changes that you are thinking about and embracing. Not all people deal well with regular change. Make an effort to document your changes and reasons for the change. This will go a long way to instilling trust and gaining buy-in from your colleagues.

Balancing Your EI

This section compares Flexibility with Problem Solving, Independence, and Impulse Control. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Flexibility(111) > Impulse Control(80)

Your Flexibility is higher than your Impulse Control. To balance these components, avoid making changes without factoring in long-term considerations. Watch for others' reactions to the changes you bring about. If they aren't on board, it may be a sign that your changes are not well justified.

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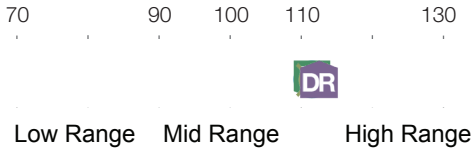
Name: Serena Sample

Flexibility



Flexibility adapting emotions, thoughts and behaviors

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
There is agreement between you and your raters that adapting to change comes easily to you, whether the change is an unexpected hiccup in your schedule or a brand new strategy for your team. Your colleagues may see you rebounding quite quickly from setbacks, demonstrating a “take charge” attitude, and rallying others to support the change as much as you do. Because in most situations you demonstrate above-average flexibility, you may need to ensure that you are not leaving less flexible teammates behind. Keep in mind that while you likely feel refreshed and positive about change, others may be more stressed or worried about the adjustment required. Reason, foresight and a vision for the future may help ease the concerns of a less flexible colleague. *How does your flexibility help develop stronger relationships? Can you leverage flexibility to help strengthen other areas of EI?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	2	2	3	2		
[illegible]	3	2	1.33	2		
[illegible]	2	2	1.67	2.67		
[illegible]	2	1	3	2		
[illegible]	2	2	1.67	1.67		
[illegible]	1	3	1.33	1.33		
[illegible]	2	1	1.67	2		
[illegible]	3	2	1.67	1.33		

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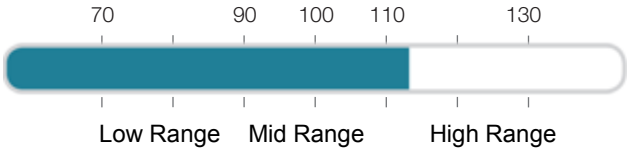
EQ 360

Stress Tolerance

Stress Tolerance coping with stressful situations

112



What You Said:

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Serena , your result indicates that you are well armed to withstand stress, frequently drawing on your repertoire of effective coping strategies. You are able to manage your emotions, remain composed, and maintain your performance, even when times get rough. You likely use your emotions (e.g., optimism) to your advantage and feel that you are in control. Some characteristics of your result are:

- you see stress, competition, or pressure as a challenge, perhaps to the point of thriving in such conditions.
- you actively cope with stress rather than let your emotions take over.

Emotional Implications on the Job

Emotional Implications. You approach stress confidently, with a clear mind and a resilient "I can withstand anything" attitude. You may be missing the subtle emotional hints that you are becoming overwhelmed, and often those with high stress tolerance are at risk for job burnout and exhaustion.

Strategies for Action

The Little Signs of Exhaustion. Be vigilant that you aren't taking on too much. Subtle changes in your emotions may be signaling that you are close to exhaustion.

- Write down descriptions of your emotions and any accompanying physical sensations.
- When you notice emotional changes, like hesitation to take on a new assignment, don't dismiss their importance. It is quite possibly a sign that your high tolerance of stress is allowing you to take on too much.

Leverage Your EI. Your ability to withstand and cope with high levels of stress often puts you at an advantage. However, your colleagues may not be as well-equipped to handle the same frequency and intensity of stressors that you can.

- Leverage your other EI skills, especially your interpersonal skills, to determine if the people you work with are not coping well with the same demands you are.
- When a new task is added to your team's priorities, suggest taking five minutes at the next meeting to talk about some proactive steps that you can take as a group to alleviate any associated stress.

Balancing Your EI

This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning.

Stress Tolerance(112)

Your Stress Tolerance is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Stress Tolerance with other subscales may lead to further EI development and enhanced emotional and social functioning.

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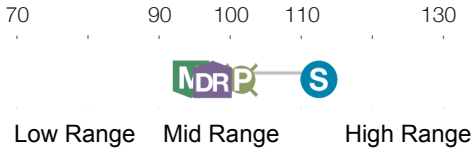
Name: Serena Sample

Stress Tolerance



Stress Tolerance coping with stressful situations

What Your Raters Said:

Serena , your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
You describe yourself as more stress tolerant than what is observed by your Manager(s). This gap could mean that during times of stress you may intend to remain calm and collected, but your behavior leads others to believe you are more anxious or overwhelmed than you feel. Your Manager(s) may therefore believe that your emotions get in your way when dealing with stress, even if you believe you have a clear focus to get through challenging times. Be aware of your physical displays of emotion and the way you communicate during times of stress. It appears that your Manager(s) may be picking up on signals that suggest you are not tolerating stress as well as you might think. *What are some possible explanations for the gap between your self-rating and that of your Manager(s)? What are the implications of your Manager(s) believing you to be less tolerant of stress?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	3	2	3.33	3.33		
[illegible]	2	3	2.33	2.67		
[illegible]	4	5	4.67	3.67		
[illegible]	5	4	3.67	3.67		
[illegible]	4	3	3.67	3.33		
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[illegible]	5	3	3.33	3.33		
[illegible]	1	3	2.67	3		

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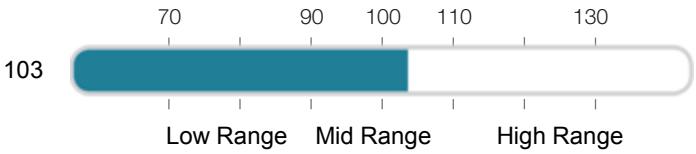
Optimism

Optimism positive attitude and outlook on life



What You Said:

Optimism, the ability to remain positive despite setbacks, often differentiates between "star performers" and others in the workplace. It permeates almost every application of EI, from helping you persevere, to enabling you to view change as a good thing. Serena , your result shows a person who is normally optimistic, preferring to see the world in a positive light. A result in the average range also indicates that you are not so overly optimistic that you are blind or naïve to the realities of life. Some characteristics of your result are:

- you tend to see the world with a "glass half-full" approach.
- you are hopeful about the future.
- you are energized by setbacks and obstacles, fuelled to overcome challenges in life.

Emotional Implications on the Job

Emotional Implications. Optimistic people experience a range of emotions. You are not so optimistic that you ignore fear, nor are you so pessimistic that you ignore happiness. To your team, this grounded optimism is likely contagious; others will see your hopeful vision of the future, and with realistic plans they will see that this vision is attainable.

Strategies for Action

Pessimistic Moments. If there are times when you feel less optimistic, take note of when these occur.

- Identify the trigger for your pessimism. Is it when timelines are tight? Are you in a leadership role and skeptical of others' capabilities?
- Debate the validity of this pessimism. Look to the past to confirm whether similar successful or unsuccessful situations have occurred.
- If your pessimism is warranted, perhaps contingency plans for this risk should be considered.

Reevaluate. When you are faced with a challenge and your normally optimistic demeanor wavers, you may need to reevaluate your goals in order to visualize a successful outcome.

- Adjust your tasks and goals into more manageable and attainable segments. For larger, more daunting projects, try to break them into five to seven smaller steps.
- This does not mean that you should oversimplify or trivialize what is needed, but it does help to become more solution-focused at smaller intervals than to be burdened by a single overwhelming goal.
- For each smaller step, describe what you visualize success to be. Keep focused on these smaller outcomes to help bring your optimism back in line.

Balancing Your EI

This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Optimism(103) < Reality Testing(120)

Your Optimism is lower than your Reality Testing. To balance these components, use objective information and facts to inform, strategize, and inspire dreams and visions for the future. Although there are times when you must change course entirely, don't give up if there is still a reasonable chance to succeed. Consider all possible courses of action before revising goals.

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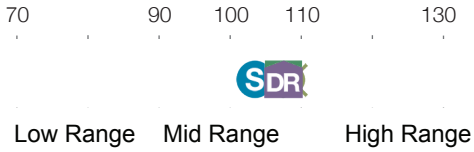
Name: Serena Sample

Optimism



Optimism positive attitude and outlook on life

What Your Raters Said:

Serena , all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

Closest Agreement

There is close agreement between you and all your rater groups.

How your rater groups rated you:
You and your raters agree that you are more optimistic than the average person. In your interactions, you tend not to be so optimistic that you ignore valid data or emotional warnings (e.g., fear), nor are you so pessimistic that you ignore the value of hopefulness and aspirations about people and situations. You could benefit from being even more optimistic—people with higher optimism bounce back more readily from setbacks and are less likely to experience prolonged stress when things get difficult. Optimists view setbacks as temporary, situational blips that can be the result of external causes and are not necessarily one's fault. *How can you demonstrate an optimistic approach more often in the work you do? How does it feel (physically, mentally and emotionally) to be optimistic? Does being optimistic impact other EI skills?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	4	4	4.33	3.67		
[illegible]	4	4	4.33	4.33		
[illegible]	2	2	1.33	1.33		
[illegible]	4	4	4.33	4.67		
[illegible]	4	4	3.67	3		
[illegible]	4	4	4	4.33		
[illegible]	4	4	4	4.33		
[illegible]	4	5	4.33	4		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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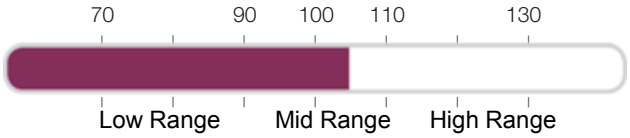
EQ 360

Well-Being Indicator

Happiness satisfied with life; content

104



How to Use this Page

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being.

Your Happiness result is shown below, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

Happiness

Serena , your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

- have fun at both work and play when participating in activities you enjoy.
- be seen by coworkers as likeable and pleasant to be around.
- have to occasionally manage your discontentment with certain aspects of your life.

Although you have no low scores in the four subscales typically tied to Happiness, you should examine other lower scoring subscales (Impulse Control) which may be holding you back from experiencing greater happiness. Are there goals you can set that are related to these areas?

Self-Regard (111)

Happiness is a by-product of believing in oneself and living according to your own values and standards. Your high level of Self-Regard helps to promote positive feelings about oneself, confidence, and enhanced life satisfaction and happiness.

- If you could improve one facet of your life, what would it be? Why?
- Aside from material things, what is it about you that makes you truly happy?

Optimism (103)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results suggest you are optimistic and hopeful most of the time, but perhaps you could use this outlook more frequently so that your happiness becomes even more personal, permanent and justifiable.

- When are you the least optimistic? How could your outlook be improved in these situations?
- When faced with a new challenge, how do you typically feel? List your emotions and think about why you feel this way.

Interpersonal Relationships (105)

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. Your result suggests that your relationships are fulfilling for the most part, but there may be times when you need more encouragement and support from those around you.

- What causes struggles in your relationships and what could make things better?
- What are the most desirable attributes of the people you spend time with?

Self-Actualization (117)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your level of self-motivation and feelings of an enriched life ultimately drive your life achievements and overall happiness.

- Are there areas in your work or personal life that you would like to further develop? If so, how can these endeavors mesh with your current lifestyle?

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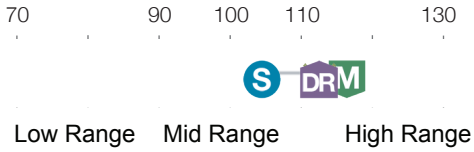
Name: Serena Sample

Well-Being Indicator



Happiness satisfied with life; content

What Your Raters Said:

There is variability in how your rater groups rated your Happiness--some see you differently than you see yourself, while others agree with your self-assessment. This section details:

(1) the rater group whose score was most different from your self-assessment, and
(2) the rater group that agreed most closely with your self-assessment.

Biggest Gap

The rater group whose score is most different from your selfassessment:

YOUR MANAGER

How your MANAGER rated you:
You are perceived by your Manager(s) to be happier compared to what you report yourself. Perhaps you appear to be more satisfied than you actually feel, or alternatively, you may be most comfortable and happiest when working with this particular rater group. Consider whether you openly share your emotions and moods with your Manager(s), or if you adopt a happy facade in their presence to give the illusion that you are happy. If you feel happier with this group than with other groups or in other contexts, consider which characteristics of this relationship please you most, and work on fostering these characteristics in your relationships with others. *What are some reasons why your Manager(s) would rate you differently on Happiness than you rated yourself?*

Closest Agreement

The rater groups that agreed most closely with your selfassessment:

YOUR PEERS and DIRECT REPORTS

How your PEERS and DIRECT REPORTS rated you:
Serena , you and your Peers and Direct Reports agree that more often than not you are satisfied with your life, generally enjoy the company of others, and are able to derive a great deal of pleasure from your work. Although you acknowledge that there are moments when you could be more content, in most of your interactions with these individuals, you convey what you feel on the inside: a general enthusiasm for life and a happy disposition. You may want to look into why there are differences in how other rater groups see your level of Happiness. Consider whether you present yourself in a different light when working with groups other than your Peers and Direct Reports. *Why would there be more agreement on your level of Happiness between you and your Peers and Direct Reports than between you and other rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[illegible]	1	1	1.33	1.33		
[illegible]	3	1	1	1.33		
[illegible]	4	5	4.33	4.67		
[illegible]	5	5	4.67	4.33		
[illegible]	4	4	4.33	5		
[illegible]	4	5	4.67	4.33		
[illegible]	4	4	4	4		
[illegible]	4	5	4.33	4.33		

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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EQ 360

Action Plan

The steps you take towards achieving your EI goals will determine whether or not success is realized. Use this step-by-step activity plan to help guide you closer to your goals. Remember to use the SMART goal setting criteria for each goal.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

Write down up to three EI skills or behaviors that you would like to further develop (e.g., "reflective listening" to build empathy, or "recognizing how my body reacts to stress" to raise emotional self-awareness). The SMART goals that you outline in the template should help to strengthen these EI skills and behaviors.

1.
2.
3.

Write down up to three overall qualities that you would like to have (e.g., integrity, providing clear leadership, team player, clear communicator). In some way the goals you outline in this action plan should help you achieve the overall qualities you identified.

1.
2.
3.

Transfer your SMART goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Barriers
Listen to others	In team meetings Starting from today	Other people will listen to me I will get to hear everyone's views	Feedback from the team to say that I am listening to them more Take actions that other people have suggested	From the team to give me honest feedback	Time – often do not have time to listen to views but just need to give instructions. If this is the case need to tell people at the beginning of the meeting

Action Planner (example)

I commit to this action plan _____ .
(signature)

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Name: Serena Sample

EQ 360

EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our organization's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach, you are increasingly more accountable for reaching your personal goals.

My Personal Development Goals

My action plan includes the following goals:	Due Date
1.	
2.	
3.	
4.	

Your Signature _____ Your Coach's Signature _____

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Open-Ended Responses

This page shows how your raters responded to the short-answer questions presented in the EQ 360. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, "No one answered this question" will appear in the answer field.

Q: How does this individual respond when resolving conflicts?

M1: No one answered this question.

P1: Not Provided
P2: Not Provided
P3: She defends her case assertively

DR1: She can become defensive
DR2: Tries to see the other person's perspective
DR3: She is diplomatic

Q: What areas of leadership do you believe are strengths for this individual?

M1: No one answered this question.

P1: Not Provided
P2: Not Provided
P3: she is very optimistic and believes in challenging yourself

DR1: she is optimistic, and confident
DR2: great relationship skills, shares vision well
DR3: She is very postive, optimistic

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