EQ-i 2.0
assess. predict. perform.

# LEADERSHIP

## REPORT

Ms. Sample

August 28, 2012

Ovation
COACHING

MHS

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# Introduction

## Understanding Your Report

Welcome to a new way of examining your emotional intelligence (EI) skills! You will find this report has many unique features linking EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. This report examines your results on the EQ-i 2.0 through four key dimensions of leadership:

| Authenticity | Coaching | Insight | Innovation |
|---|---|---|---|
| An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees. | A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance. | A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals. | An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities. |

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did (the EQ-i 2.0) and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organizations (over 400 employees).

As a group, the leaders had significantly higher EI than the general population. *In fact, the average Total EI score for leaders was 14 points higher than that of the general population.*

While this leadership sample is a valuable comparison group, it also helped organize the EQ-i 2.0 subscales (page 4) according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas (page 6).

## Emotional Intelligence and Leadership

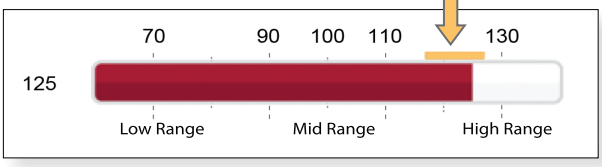
How is EI linked to leadership? In addition to the research supporting this report, fifteen years of research has shown that leaders tend to score higher in EI than the general population. Also, many professionals find it easier to focus on improving a few specific skills that underlie broader leadership competencies, making the EQ-i 2.0 subscales the perfect building blocks to reaching your leadership potential.

## Getting the Most out of Your Report

Keep the following tips in mind as you work through your Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your EQ-i 2.0 results can help strengthen your leadership skills, the value of the report is enhanced by framing it within your own individual context. Integrate your wealth of knowledge about your organization, its culture, and the specifics of your leadership with the information in this report to derive the most value from it.
2. Take notes as you read the report. Choose strategies for development that you wish to try in your role.
3. *All EQ-i 2.0 subscales are related to leadership behaviors, but selecting the right areas to focus on is key to development*. Work with your coach or administrator to determine which subscales will help drive the leadership results you are looking for. You can treat subscales as building blocks that strengthen broader leadership skills like mentoring, communication, or conflict resolution.

## Leadership Bar




The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose EQ-i 2.0 scores were in the top 50% of the leader sample). Using this bar you can compare your results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



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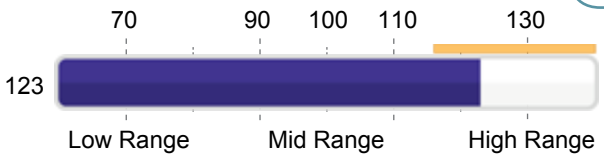
EQ-i 2.0

# Executive Summary

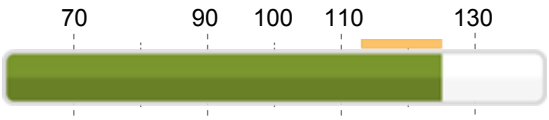
## Total EI




## Highest 3 Subscales

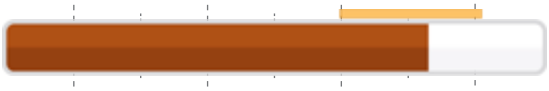
Compared to your other scores, these three subscales might be areas you could further leverage. The corresponding subscale pages may provide insight.

### Problem Solving (125)



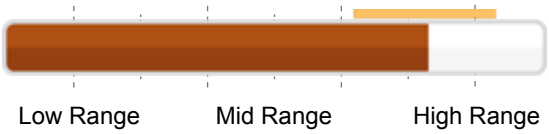

As a leader you are rarely seen allowing your emotions to cloud your objectivity. You make the required decisions for your team and keep the workflow moving. Your result on this subscale is not only above average but it also falls within the leadership bar.

### Emotional Expression (123)



You are likely very comfortable in expressing your emotions and lead in a way that is authentic and inspirational. Free emotional expression ensures you are seen as human with a connection to your work and those you lead. Your result on this subscale is not only above average but it also falls within the leadership bar.

### Assertiveness (123)

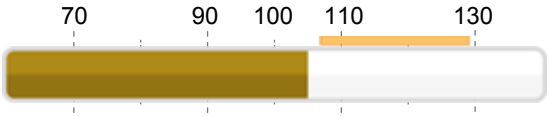



Your result suggests that you are a leader who shares your thoughts and maintains a strong position when your beliefs are challenged. Remain aware of being assertive as opposed to aggressive. Your result on this subscale is not only above average but it also falls within the leadership bar.

## Lowest 3 Subscales

Compared to your other scores, these three subscales might be areas you could develop. The corresponding subscale pages will provide you with Strategies for Action.

### Empathy (105)

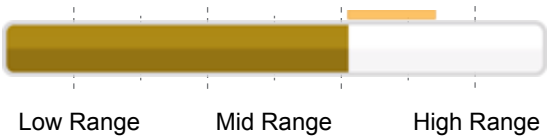



Empathy is a skill that you regularly utilize in your leadership approach to build a culture of caring within your team. Developing empathy further will help you fully understand another's perspective. While your score is slightly above average, your result on this subscale falls below the leadership bar.

### Optimism (108)

You generally see opportunities as possibilities and inspire your team towards stretch goals. Watch for a few instances when you may be more negative than you'd like to be. While your score is slightly above average, your result on this subscale falls below the leadership bar.

### Interpersonal Relationships (111)




For you, interpersonal relationships are essential to your role as a leader. Coaching and bringing the best out of your team are built on these strong relationships. Be careful not to let the fear of damaging relationships bias your decisions. Your result on this subscale is not only above average but it also falls within the leadership bar.

Note: You have other subscales that have tied for the lowest three scores.



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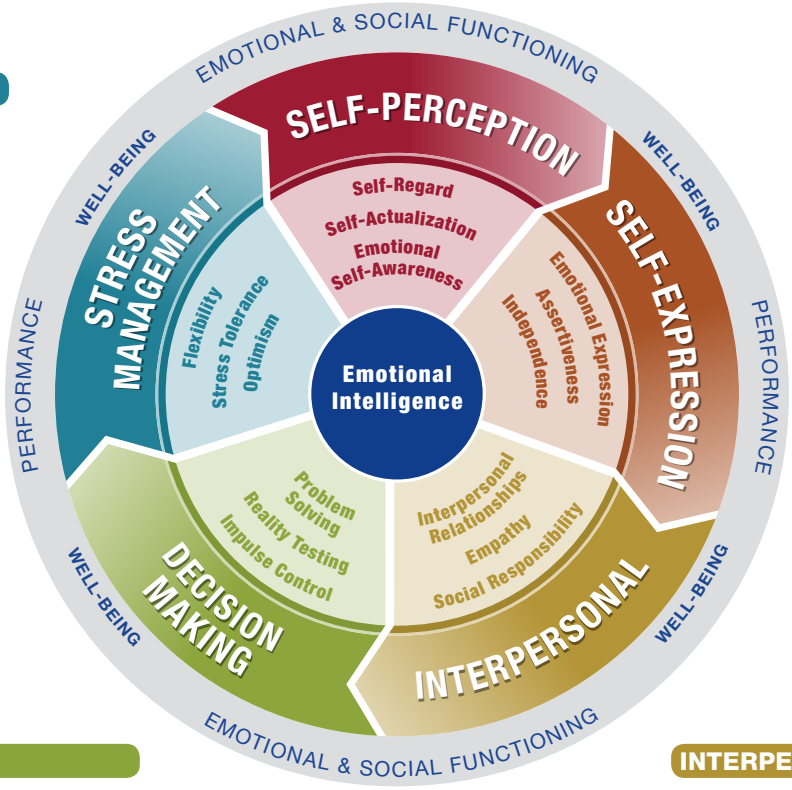
# EQ-i 2.0 Model of Emotional Intelligence

## 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 one's own thoughts and actions and those of 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.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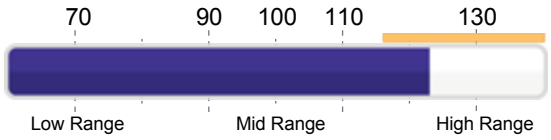
Name: Ms. Sample

EQ-i 2.0

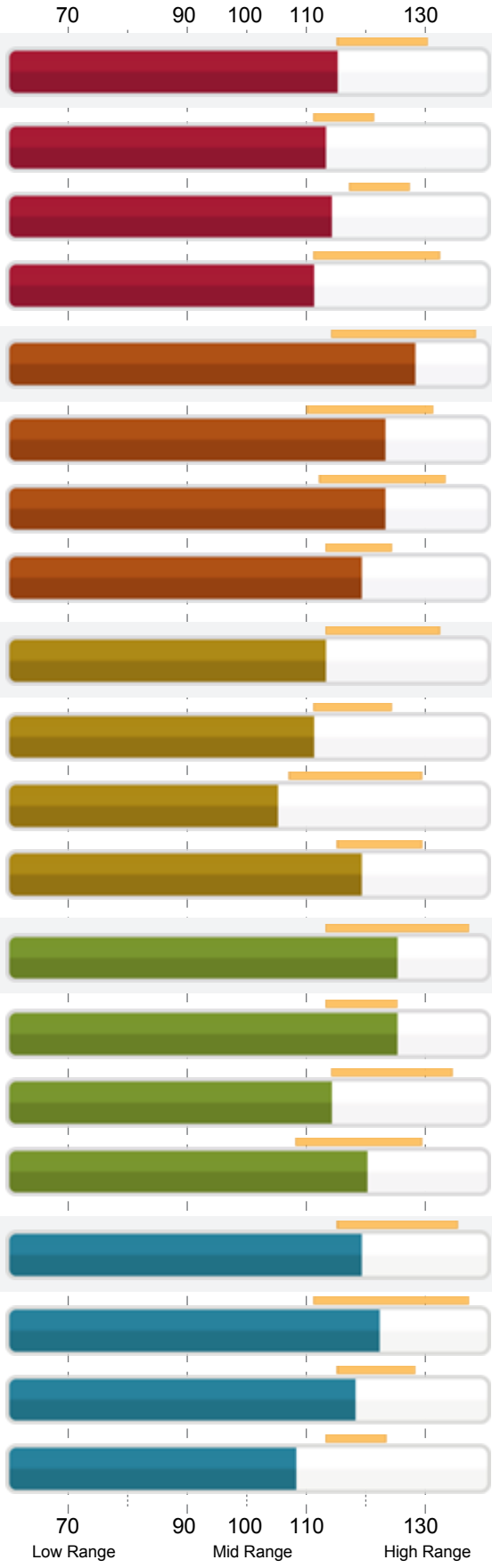
# Overview

## Total EI

123




| | | |
|---|---|---|
| **Self-Perception Composite** | | 115 |
| Self-Regard | Respecting oneself; Confidence | 113 |
| Self-Actualization | Pursuit of meaning; Self-improvement | 114 |
| Emotional Self-Awareness | Understanding own emotions | 111 |
| **Self-Expression Composite** | | 128 |
| Emotional Expression | Constructive expression of emotions | 123 |
| Assertiveness | Communicating feelings, beliefs; Non-offensive | 123 |
| Independence | Self-directed; Free from emotional dependency | 119 |
| **Interpersonal Composite** | | 113 |
| Interpersonal Relationships | Mutually satisfying relationships | 111 |
| Empathy | Understanding, appreciating how others feel | 105 |
| Social Responsibility | Social conciousness; Helpful | 119 |
| **Decision Making Composite** | | 125 |
| Problem Solving | Find solutions when emotions are involved | 125 |
| Reality Testing | Objective; See things as they really are | 114 |
| Impulse Control | Resist or delay impulse to act | 120 |
| **Stress Management Composite** | | 119 |
| Flexibility | Adapting emotions, thoughts and behaviors | 122 |
| Stress Tolerance | Coping with stressful situations | 118 |
| Optimism | Positive attitude and outlook on life | 108 |



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# Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This page provides you with a leadership lens through which to view your EQ-i 2.0 results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are displayed below. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas are likely to yield the greatest return in your growth as a leader.

## Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.

| | |
|---|---|
| Self-Actualization | 114 |
| Reality Testing | 114 |
| Self-Regard | 113 |
| Emotional Self-Awareness | 111 |
| Social Responsibility | 119 |
| Independence | 119 |

## Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.

| | |
|---|---|
| Self-Actualization | 114 |
| Empathy | 105 |
| Reality Testing | 114 |
| Interpersonal Relationships | 111 |
| Assertiveness | 123 |
| Emotional Self-Awareness | 111 |

## Insight

A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.

| | |
|---|---|
| Self-Actualization | 114 |
| Optimism | 108 |
| Self-Regard | 113 |
| Social Responsibility | 119 |
| Interpersonal Relationships | 111 |
| Emotional Expression | 123 |

## Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

| | |
|---|---|
| Self-Actualization | 114 |
| Independence | 119 |
| Problem Solving | 125 |
| Assertiveness | 123 |
| Flexibility | 122 |
| Optimism | 108 |

# Leadership Derailers

Ms. Sample, you may have a **low risk of derailment** as you received above average results across all subscales shown on the right. High scores on these subscales indicate that you are less likely to adopt a passive or avoidant leadership style. Because of high expectations placed on leaders, it is important to strive towards exceptional performance on these subscales in order to prevent moments where you may avoid your leadership responsibilities.

| | |
|---|---|
| Impulse Control | 120 |
| Stress Tolerance | 118 |
| Problem Solving | 125 |
| Independence | 119 |



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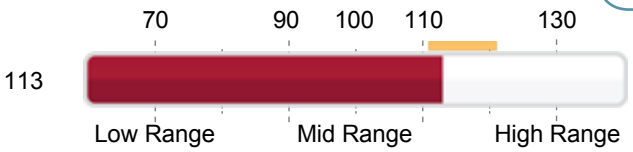
# Self-Regard

Respecting oneself; confidence




## What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Ms. Sample, your result suggests that your self-regard is stronger than most people's. You are likely to be seen as a self-confident leader who understands both personal strengths and weaknesses. It is important to ground your self-assuredness by using your reality testing skills and by continually seeking feedback. You may:

- Exercise your considerable influence on key, strategic decisions.
- Demonstrate courage to stick by your convictions even in the face of dissenting viewpoints.
- Use a leadership approach that leverages your strengths and delegates tasks in your weaker areas.

You scored well above average on Self-Regard and fall within the leadership bar.

## Leadership Impact

Authenticity

Insight

***Leadership Implications.*** Your result may mean that you are driven to surpass organizational targets, create an atmosphere of excellence and demonstrate a strong sense of confidence in your leadership capabilities. The challenge is that you could lose touch with a realistic appraisal of your capabilities. It is important to draw on reality testing behaviors and feedback from your team to maintain a healthy self-perception.

***Organizational Implications.*** Your ability to understand and accept your strengths and weaknesses is likely perceived as a genuine approach to leadership. Your higher confidence can probably be seen across department lines, as you feel assured that you can help out in a variety of capacities. You likely serve as a role model, and your higher expectations of yourself and your employees may lead to better quality decisions and greater productivity. Use external validation to avoid any attempts at self-aggrandizement and to maintain a realistic appraisal of your talents.

## Strategies for Action

***Be Mindful of Your Weaknesses.*** Awareness of your shortcomings helps to circumvent an inflated self-concept and temper this exaggerated self-image.

- Nobody's perfect; our flaws make us human. The key is to be cognizant of your limitations and ensure that they do not impinge on organizational performance.
- Develop strategies to improve your limitations. For example, if you are impatient and anxious when deadlines are not met in a timely fashion, you may want to refocus and practice relaxation techniques (e.g., deep breathing).
- You are only limited by the power of your imagination. Awareness leads to action and meaningful change. Be mindful that change does not occur overnight, but with persistence, transformation is possible.

***Modesty is the Best Policy.*** While it is important to feel good about your strengths, do not overinflate them.

- Watch that you don't fall pray to arrogance; demonstrate humility and be humble in your approach. Successful leaders know their worth, but they remain grounded by seeking feedback from their team as well as from other leaders.
- Colleagues respect a leader who is visionary and exudes charisma, but who is also approachable, genuine and can relate to others. Your modest approach will help you win the esteem and admiration of your employees.

## Balancing Your EI

This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard(113) < Problem Solving(125)

Your Self-Regard is lower than your Problem Solving. These components can be balanced by evaluating your self-worth in terms of your actual ability to find solutions to problems. This process can be facilitated by seeking additional information to validate decisions before acting. When generating solutions to problems, evaluate your strengths and weaknesses and develop solutions that cater to your strengths whenever possible.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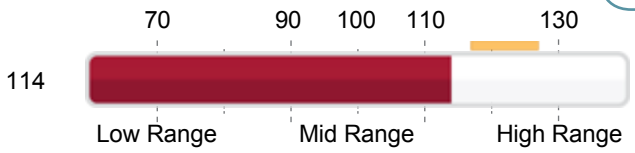
# Self-Actualization

Pursuit of meaning; Self-improvement




## What Your Score Means

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this may sound philosophical, as a leader, it means finding purpose and enjoyment in your role and performing to your fullest potential. Ms. Sample, your result suggests that you find deep meaning in your work, set challenging goals for yourself, and expect the same level of engagement from others. In addition to the passion and drive you bring, your result may also mean that:

- You feel as though you are exactly where you need to be.
- You promote the growth and achievement of other employees.
- Organizational goals are surpassed and high levels of performance are achieved.

While you scored well above average on Self-Actualization, you could benefit from strengthening these skills and reaching the leadership bar.

## Leadership Impact

Authenticity

Coaching

Insight

Innovation

***Leadership Implications.*** You are passionate about your leadership role within the organization, feel inspired and are living life in accordance with your values. You find ways to ensure that your talents are being optimally leveraged, and expect the same from your team. Your dedication to constant growth reverberates throughout your team, which is conducive to exceptional individual and team performance.

***Organizational Implications.*** You empower employees to achieve success in their role. You bring out the best in your staff by challenging them with high standards and by inspiring them to surpass their potential. The organization may thrive under your guidance, with employee morale and fulfillment being a top concern for you. You create an atmosphere so that employees are able to accomplish great feats in their careers.

## Strategies for Action

***Sensible Beliefs.*** As a highly self-actualized leader, you may hold unrealistically high expectations of your employees. You may believe that staff must live up to the same high standards that you do as a leader.

- While a fervent energy and passion may permeate your work, employees may not show the same gusto. Use your reality testing and empathy to monitor the temperature and engagement of the team in order to justly accommodate all levels of interest.

***Embrace Spontaneity.*** A defining characteristic of self-actualized leaders is a tendency to be open to change.

- If you remain stagnant, your commitment to personal growth will be called into question. Continue to keep abreast of new developments and inspire the same of those you lead.
- Ensure that at least one of your personal development goals includes keeping on top of the latest technology, leadership techniques or advances in your profession.

## Balancing Your EI

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

### Self-Actualization(114)

Your Self-Actualization 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-Actualization with other subscales may lead to further EI development and enhanced emotional and social functioning.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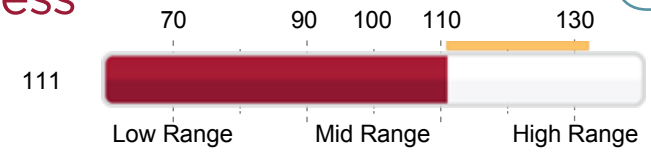
# Emotional Self-Awareness

Understanding own emotions




## What Your Score Means

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behavior and control the impact your emotions have on employees in the organization. Ms. Sample, your result indicates that more than most people, you are conscious of your emotions and the impact they have on performance. You likely lead with composure and a full understanding of your impact on others. It is likely that you:

- Can choose a course of action based on a "gut feeling" in time-constrained situations.
- Generate respect, admiration, and honesty from employees because you are viewed as highly self-aware.
- Generally take time to contemplate instead of acting rashly, thereby considering your emotional response and those of others.

You scored well above average on Emotional Self-Awareness and fall within the leadership bar.

## Leadership Impact

Authenticity

Coaching

***Leadership Implications.*** As a leader, you have a thorough grasp of your emotional triggers and reactions. This in-depth understanding helps fuel a streamlined decision-making process as you incorporate your emotions into your role as a leader. Knowing your emotional triggers and reactions, you are able to utilize this emotional knowledge to effectively navigate through challenging or difficult situations.

***Organizational Implications.*** Your capacity to grasp subtle emotional nuances helps you take calculated risks that help the organization meet its strategic goals. This comfort with, and knowledge of, your emotional triggers and reactions allows you to lead with authenticity and a candid approach to help you gain credibility and buy-in with employees. You are able to manage tense and perhaps overwhelming situations with ease, and you are able to use and recognize your full spectrum of emotions.

## Strategies for Action

***Be a Role Model.*** Through the steadfast control of your emotions, you can be innovative, successfully take risks, and gain the trust of your employees.

- The most prominent leaders have an aptitude for remaining composed in competitive situations and under mounting pressure and duress. Your ability to be aware of your emotions helps you to serve as a model of composure and ensures that employees feel secure and content to overcome any potential challenge.
- Give seminars/workshops or hire an expert to teach employees about understanding emotions and the impact of their emotions on others.

***Weigh the Evidence.*** As you are highly adept at understanding your emotions, you may have a tendency to be overly reliant on your emotional barometer to make decisions. Be mindful to incorporate objective evidence.

- Intuition can only carry you so far. While a deal may feel right, data may not support the intended strategy. Be sure to seek counsel from colleagues, involve members of your team and emphasize facts to support your proposed course of action.

## Balancing Your EI

This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. The subscale that differs the most from Emotional Self-Awareness is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Self-Awareness(111) Emotional Expression(123)

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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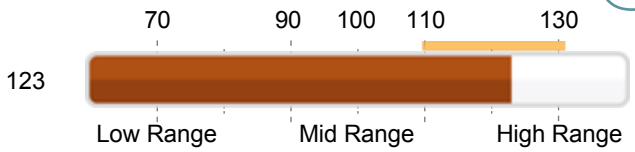
# Emotional Expression

Constructive expression of emotions




## What Your Score Means

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. Ms. Sample, your result suggests that it is natural for you to describe your emotions in a way that is genuine and consistent. You are likely an "open book"; your team always knows how you feel about a particular event or decision. Consider the following, which may be characteristic of you:

- You are able to express most emotions through words, and have a large vocabulary of emotion words and/or facial expressions.
- You find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., frustration).
- You can foster strong engagement in your team, expressing your passion on particular issues and capturing their hearts with your emotion.

You scored well above average on Emotional Expression and fall within the leadership bar.

## Leadership Impact

Insight

***Leadership Implications.*** Your high score on Emotional Expression indicates that you are likely to express your emotions, thoughts and feelings to your team. This is particularly helpful for your leadership when making decisions, resolving interpersonal conflict, and gaining the resources that your team needs. You tend to make a good first impression as you have likely mastered both verbal and nonverbal cues. Be cautious of over-sharing emotion so that you do not appear derailed by your emotions (e.g., you remain heated and angry over a bad decision when your team has moved on).

***Organizational Implications.*** Your high level of Emotional Expression drives a culture of open communication at your organization. Your team and others in the organization feel comfortable coming to you with their thoughts, ideas, and concerns. This atmosphere can help you to stay in touch with your employees' reality during difficult times. Ensure that you are consistently demonstrating active listening and mutual respect; a high level of emotional expression can be overwhelming and can result in your team being withdrawn.

## Strategies for Action

***Listen and then Express.*** Leverage Empathy and Interpersonal Relationships to ensure your expressions are at an appropriate intensity, especially when you want to contribute a differing point of view.

- Be vigilant of others' reactions, both verbal and nonverbal.
- Seek to understand the other person's perspective; ask thoughtful questions.
- Maintain appropriate silence; listen for content and emotions.
- Then express your differing point of view.

Actively listening and giving signs that we truly seek to understand provides an invaluable amount of validation to the other party. When the other party feels heard and understood, they are less likely to be defensive or dig in their heels. This way they are more likely to be open-minded and cooperative when you present your differing point of view.

***Make the Connection.*** Tie your emotions to the potential impact that will arise from communicating the source and reason of your emotions. Emotions backed by clear rationale have the best chance of engaging others in your cause. For example, rather than just being anxious, prepare something along the lines of the following: "I am really anxious about meeting our timelines for this product. I'm anxious because we have lost time due to errors we have found in the process. If we don't test the product thoroughly, 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. The subscale that differs the most from Emotional Expression is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Expression(123) > Empathy(105)

Your Emotional Expression is higher than your Empathy. Do you focus more on the expression of emotions, thoughts, and feelings than on being empathic toward others? Balancing these facets requires careful listening to the ideas of others, as well as being attentive to their feelings. When these facets are balanced, you can effectively gauge whether the intensity and timing of your expression is appropriate for the situation.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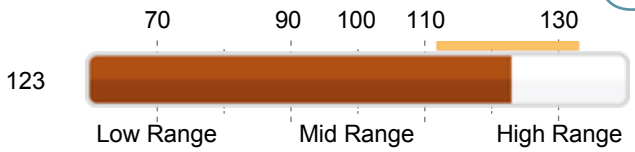
# Assessiveness

Communicating feelings, beliefs; Non-offensive




## What Your Score Means

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with your team by finding the right language at the right time to express your feelings and thoughts. Ms. Sample, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. The following characteristics may apply to you:

- You are firm and direct when making decisions.
- You guide your team toward your goals by articulating your needs and protecting their resources.
- You view your rights and those of your team's as sacred.

You scored well above average on Assertiveness and fall within the leadership bar.

## Leadership Impact

Coaching

Innovation

***Leadership Implications.*** Your results suggest that you likely pull on strong emotions and convictions to state your position. This is a crucial skill to have when leading a team; it helps in gaining your team's buy-in and inspiring them towards innovative solutions. Further, a high level of assertiveness helps to gain the resources your team needs and proactively clear obstacles in the path of your team's success. While such situations require you to be an assertive leader, others may require you to be more flexible in your thinking. Becoming too rigid in defending your position may result in unproductive, stubborn, or aggressive behavior.

***Organizational Implications.*** Your results suggest that you are skilled at getting your point across in a clear and confident manner. This skill is likely to help you resolve conflict, leverage organizational resources, openly voice your opinion, and contribute to the success of your organization. Leadership competencies are especially visible when you are assertive because you likely create a strong platform from which to showcase your talents, and those of your team. Watch that when you defend your position, you do not miss important information or feedback that may alter your perspective.

## Strategies for Action

***Knowing Where You Stand.*** In order to move towards a decision, and ensure your team works collaboratively, highly assertive leaders need to have a clear understanding of where they stand and the points on which you are willing to concede.

- Note down the ideal outcomes you would like to see from your next meeting.
- Review the outcomes you identified and separate the core outcomes that are essential to progress.
- Then, identify the information you need to hear from others to concede on these points.

Knowing the core outcomes that are essential, and the idealistic outcomes on which you are willing to be flexible, will help you stay focused on the goal, and not become paralyzed in rigid debate.

***Crossing the Aggression Line.*** As a leader with a high level of Assertiveness, making decisions probably comes easily to you. This likely provides direction for your team to work towards project goals. Be mindful of your behavior crossing the line into aggression. Ensure you spend the time truly listening to the input of others when making decisions. Maintaining a culture of open and respectful communication in this way can help immensely in inspiring others to reach new heights.

## Balancing Your EI

This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. The subscale that differs the most from Assertiveness is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness(123) ▶ Empathy(105)

Your Assertiveness is higher than your Empathy. Where possible, focus on collaboration in meetings. You should strive to appropriately assert your views, but show an equal willingness to listen to others and be willing to agree when possible.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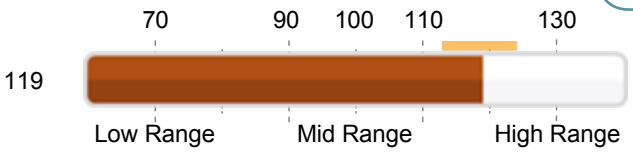
# Independence

Self-directed; Free from emotional dependency




## What Your Score Means

Ms. Sample, being independent means you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that this is a well-developed skill, as you are willing and capable of holding your own ideas and making necessary decisions required for your team on your own. You are unlikely to be swayed by popular opinion, which can help you maintain an established direction for your team. Consider the following interpretation of your results:

- You are comfortable providing direction and working on your own.
- You can work without emotional dependency on others, and don't require their reassurance.
- You accept responsibility for your decisions, knowing that at times people will disagree with you.

You scored well above average on Independence and fall within the leadership bar.

## Leadership Impact

Authenticity

Innovation

***Leadership Implications.*** Your level of Independence indicates that you rarely depend on others to make important decisions. Because you are self-directed, you can analyze a situation, formulate a response, and move into implementation mode without second-guessing your decisions. This skill is crucial for a leader, especially when difficult decisions need to be made and direction is limited. At the same time, be careful not to neglect the emotions and opinions of your team, which could possibly leave them feeling alienated, and eventually disengaged.

***Organizational Implications.*** You tend to voice your thoughts and opinions, likely adding your own perspective to the discussion table and influencing the direction of your organization. You are an active participant in generating ideas rather than a passive receiver. Keep a close eye on how often you go off in your own direction rather than building coalitions. Teams that strive for the same values and goals build strong organizations.

## Strategies for Action

***Stay Connected.*** While being emotionally independent is important for leading a team, being completely autonomous can hurt the amount of buy-in you receive from them. Here are four qualities that you do not display; if you do, it may be time to scale back your independence.

- Ignorance: Are people feeling like I am ignoring facts in an effort to pursue my own agenda?
- Know it all: Do I think I know everything, and thus my team's advice is not needed?
- Detached: Am I hurting collaborative relationships and engagement by not including others?
- Closed door: While I have an open-door policy, is my behavior distancing myself from my team?

***Listening to Feedback.*** To ensure that you do not hurt any key relationships throughout the organization, balance self-directed thought with the ability to seek advice and feedback. You do not have to be a fan of an idea to entertain the thought process of others and explore different perspectives. Doing so can help gain the support of others and perhaps even generate new possibilities.

- Examine a few of your past decisions. What did your decision-making process look like? Who did you connect with to seek advice or a differing point of view? How well did you follow along the input that was given to you?
- Next time when you are seeking advice from your team, note down the different perspectives before presenting a counter-thought. Then reflect on those notes and think through the feedback and the possible impact on your decision.

## 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.

### Independence(119)

Your Independence 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 Independence with other subscales may lead to further EI development and enhanced emotional and social functioning.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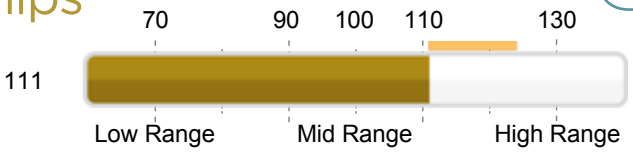
# Interpersonal Relationships

Mutually satisfying relationships




## What Your Score Means

Leadership cannot exist without strong relationships. While you likely have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Ms. Sample, you place an emphasis on building strong relationships and, even more than most people, model what it means to be a team player. Your leadership style uses people and relationships to get the job done, by gaining buy-in and commitment, building integrity, and attaining the resources your team needs to succeed. You likely:

- Know your team's hidden and visible strengths and weaknesses.
- Strive to understand each team member individually.
- Consistently reach out beyond your team to a build a network of support that can buffer you from the negative effects of stress.

You scored well above average on Interpersonal Relationships and fall within the leadership bar.

## Leadership Impact

Coaching

Insight

***Leadership Implications.*** Your Interpersonal Relationships result indicates that you value maintaining confidences, team harmony, and open communication in your relationships. These features of authentic relationships help you engage the hearts and minds of your team. You likely have built loyal relationships where you know people at a very personal level. By maintaining a strong rapport, you can motivate and inspire others towards innovative and challenging goals.

***Organizational Implications.*** You likely have a commitment to forming healthy interpersonal networks throughout the organization and are able to share the benefits of these connections with those you lead. The consistent and natural effort that you invest in relationship maintenance likely provides you the opportunity to influence the organizational stage by leveraging the people you know to get the job done.

## Strategies for Action

***Balance Recognition with Constructive Feedback.*** Remember to express recognition on a regular basis and to coach your team by delivering constructive feedback. As a leader, you are in an ideal position to inspire, coach, and motivate your team to reach their individual and group potential.

- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers or "Happy Birthday" sung at their desk.
- Leverage empathy skills to understand the types of recognition that motivate and inspire each of your team members.
- Find opportunities where you can help your team members unlock their individual potential; the most successful leaders develop their employees.

***Take the Extra Step.*** Building resilient and trusting relationships with all types of people, regardless of your personal feelings toward them, is crucial to navigating the political landscape of your workplace.

- Identify an individual outside your team whose relationship with you is superficial at best.
- What have you done to earn their trust and their willingness to help you? 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 on common goals.

## Balancing Your EI

This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Interpersonal Relationships(111) Problem Solving(125)

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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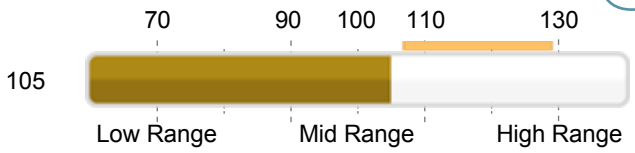
# Empathy

Understanding, appreciating how others feel




## What Your Score Means

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. Ms. Sample, your result indicates that you tend to lead with empathy, grasping what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable leader and your team feels 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 your team as much as you do your own.
- Under times of stress or moments of defensiveness, you are likely to adopt a less empathic approach, possibly making decisions without considering the needs of your team.

While you scored slightly above average on Empathy, you could benefit from strengthening these skills and reaching the leadership bar.

## Leadership Impact

Coaching

***Leadership Implications.*** For you, empathy is a daily active process when resolving conflict, managing change, or making tough decisions. Your ability to show empathy usually allows you to come across as an authentic leader who can gain the trust and respect of your team. In order to be even more effective in inspiring and coaching your team, watch for instances where your empathic demeanor may crack (e.g., when you are feeling stress, or anger) and cause an emotional disconnect between you and your employees.

***Organizational Implications.*** Although you have a reasonable level of empathy, working to increase it will benefit both you and your organization. The need to feel heard and understood is in the core nature of all human beings. Further increasing your level of empathy to provide this validation will help dampen defenses in conflict management and gain the commitment you need to achieve common goals.

## Strategies for Action

***Kick it up a Notch.*** Successful leaders have the ability to adopt others’ perspectives and can understand how different people experience emotions. Take the time to understand each member of your team. Prior to your next meeting, prepare by:

- Listing all attendees and what needs and expectations each bring 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 that you can use during the meeting to further understand your team’s needs.
- Keeping a journal that records your correct predictions (hits) and incorrect predictions (misses) of the issues and actions that would be brought forth. Reduce the number of misses by understanding individual team members on a deeper level.

***Watching a Pro.*** Find someone who is an empathic and yet efficient communicator.

- Observe their communication style in practice, taking note of how they balance their ability to remain empathic and respectful with meeting organizational demands.
- Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to develop Empathy.

## Balancing Your EI

This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy(105) < Emotional Expression(123)

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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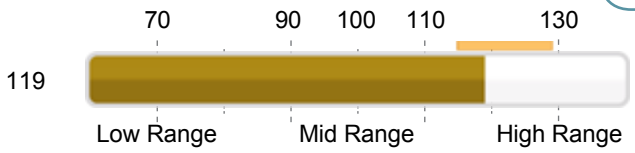
# Social Responsibility

Social conciousness; Helpful




## What Your Score Means

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organizations, and communities. Ms. Sample, your result suggests that you are usually seen as a highly socially responsible leader, taking most, if not all, opportunities to help your team and the organization. Your concern for others, whether at work or in the community, is demonstrated through the selfless contributions you make. Based on your result, you:

- Consistently demonstrate your social conscience and are compelled to coach those who you lead.
- Are seen as a "Good Samaritan" who helps others without expecting anything in return.
- Gain fulfillment from a variety of sources, including activities outside of work.

You scored well above average on Social Responsibility and fall within the leadership bar.

## Leadership Impact

Authenticity

Insight

***Leadership Implications.*** Your level of Social Responsibility suggests that you believe in coaching and serving as a champion for your team/community. You likely uphold the moral and ethical compass in your leadership approach and often place your team's goals ahead of your own agenda. You may also contribute/make a difference in society (e.g., charity involvement/fundraising). Be mindful that being helpful to the point where you do all the work is not truly helping or coaching; allow your direct reports to spread their wings and grow on their own.

***Organizational Implications.*** You are likely involved in a variety of social and leadership pursuits both inside and outside of the workplace (e.g., charity involvement, fundraising). You consistently promote employee engagement, morale, mentoring, and other development practices that help build talent in your team and others in the organization. One note of caution is to be wary that such involvement may involve taking on too many responsibilities, regardless of the cost to the quality of your work or personal well-being.

## Strategies for Action

***Reflect and Focus.*** Being a successful leader is not a solo activity. Real success comes from helping your team members reach professional goals and individual improvement. Always supporting others, however, can take away the time you need to spend on yourself as a leader. Try to ensure that you are not avoiding your current emotional state, goals, and functioning by focusing too heavily on others.

- Reflect on how you spent your time last week. What activities and tasks did you spend your time on?
- Which of those tasks were for the betterment of yourself, your family, your work, those you lead, and others?
- If you are over involved in any area, adjust your schedule for the next month and refocus your efforts.

***Inspiring Initiative.*** Inspiring others to be socially responsible can create an overall feeling of meaning while contributing towards the greater good.

- Leverage your passion for causes you care about by reaching out to your team and organization (e.g., setting up a community support group within the organization).
- Brainstorm several activities that you, your team, or the organization as a whole can engage in. Ensure these activities are in line with your organization's vision and are of benefit to the employees.
- Identify a plan of action to build social responsibility within your organization; identify specific roles and a time frame in which to complete the plan of action.

## Balancing Your EI

This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Social Responsibility(119) ▶ Empathy(105)

Your Social Responsibility is higher than your Empathy. These components work best together when you put yourself in the other person's shoes to understand what is truly needed from their perspective. It is best to listen to the needs and concerns of others before choosing the best way to help them or work with them.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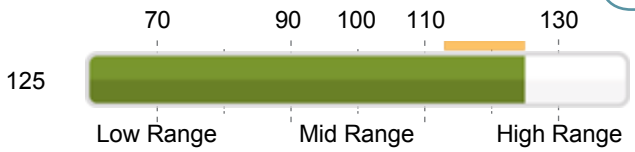
# Problem Solving

Find solutions when emotions are involved




## What Your Score Means

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognize how these emotions impact their decisiveness. Ms. Sample, this is an area of emotional intelligence that you extensively use; you tackle problems head-on without being overwhelmed or distracted by your emotions. Your approach is likely uninterrupted and invokes a sense of steadfastness and confidence from those you lead. Your result indicates:

- You see emotional information as playing a pivotal role but are not sidetracked by it.
- You work through the many steps to solving a problem without being emotionally distracted.
- You are likely to delve into tough or touchy problems, understanding the emotions at play.
- Your emotions rarely inhibit your decisions, but be wary not to take it to the extreme and ignore your feelings entirely.

You scored well above average on Problem Solving and fall within the leadership bar.

## Leadership Impact

Innovation

***Leadership Implications.*** For almost every problem, you show focus and a rational demeanor as you generate solutions. Your leadership approach allows you to reframe problems and approach situations in new ways, spurring the creativity of your team and allowing for process overhauls when required. However, be aware that you still want to appear emotionally invested in the decisions you make—you just aren't allowing your emotions to derail you from making a decision.

***Organizational Implications.*** Your method of viewing a problem from different perspectives, without being derailed by your emotions, helps you generate a wider range of solutions than most leaders. You are likely sought out for your rational problem-solving approach, particularly when emotions are running high. Tackling problems head-on enables you to set the tone for responsiveness and efficiency throughout the organization.

## Strategies for Action

***Seek Understanding First.*** If you find yourself quick to jump into problem-solving mode, you may 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 the other who is a neutral third party.
- Don't ask for solutions; have them hear your summary of the situation and ask clarifying questions if needed.
- A question to which you do not know the answer is a sign that you need a greater understanding of the problem before you begin to solve it.

***Set the Emotional Stage.*** As a leader, you need to manage the emotional landscape of your team. Others may not be as decisive as you; don't leave people behind as you forge ahead solving problems.

- If your team needs to be innovative and consider unconventional approaches, try to evoke positive emotions within the group (e.g., recall a successful event, use humor, or hold a meeting outside of the office).
- Alternatively, to ensure others can concentrate on the details or analyze the associated costs of a problem, try to generate a slightly less positive 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. The subscale that differs the most from Problem Solving is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving(125) > Emotional Self-Awareness(111)

Your Problem Solving is higher than your Emotional Self-Awareness. These components are balanced when proper consideration is given to your emotions when implementing a course of action. Some solutions may seem effective but don't feel right on an emotional level. Understanding the roles different emotions play in the decision making process will be of benefit in the long run.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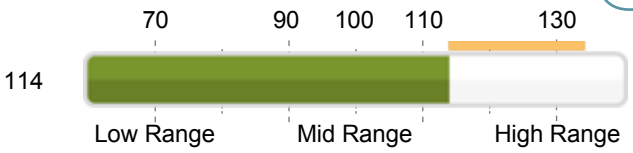
# Reality Testing

Objective; See things as they really are




## What Your Score Means

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Ms. Sample, your result on this subscale suggests that you have the ability to remain objective, stay tuned in to what is happening around you and provide clear, realistic direction to your team. By keeping your personal biases at bay, you likely make trusted and sensible decisions that organizational members can buy into. Your result suggests:

- You are very unlikely to misinterpret critical information or allow emotions to color reality.
- Each person and situation is unique; you can tailor your approach accordingly.
- Your coaching and performance management discussions are likely unbiased and grounded in evidence.

You scored well above average on Reality Testing and fall within the leadership bar.

## Leadership Impact

Authenticity

Coaching

***Leadership 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. This sets you up to be a trusted and respected leader with clear ethics; people will seek you out for your realistic appraisal of a situation. Coaching and performance management conversations are likely to be securely grounded in evidence, so be careful not to dismiss good intentions and efforts when results aren't meeting your expectations.

***Organizational Implications.*** Because you frequently see situations as they really are (and not as you wish them to be), people likely turn to you for the hard facts, and you may be a key resource within the organization to make tough decisions. Leaders like yourself who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements. Watch that your objectivity doesn't get in the way of your creativity and willingness to set stretch goals.

## Strategies for Action

***Gut Checks.*** Emotions occur for a reason—to 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 conversation, resolving a performance issue, making a tough decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., the vote was 10 to 4 in favor of pulling the project) to take precedence over what your emotions tell you (e.g., Karen sure looked hurt when her project was cut).
- Leaders need to be particularly attuned to the emotional information present in their relationships; ignoring it will likely alienate individuals and form rifts that make it difficult to get work done.

***Opening the Books.*** Keeping up-to-date data at your fingertips will ensure you have objective information ready to fuel strong decisions and goal-setting processes.

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is seen as a form of power and can combat the tendency to color reality with our own personal biases. Instill this power in your team. Validate theories and assumptions, and avoid targets that have no basis in hard data.

## Balancing Your EI

This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing(114) < Problem Solving(125)

Your Reality Testing is lower than your Problem Solving. To bring these two components into line with one another, attempt to validate the soundness of plans before implementing them. Gather as much objective information as possible to support your intended solution, possible unintended outcomes of that solution and the probability of implementing contingency plans.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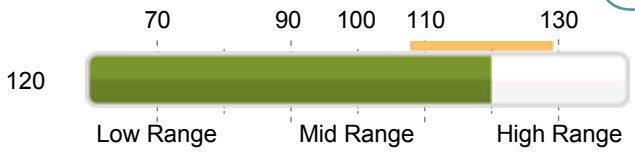
# Impulse Control

Resist or delay impulse to act




## What Your Score Means

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Ms. Sample, your result is indicative of a leader who is highly stable, composed and methodical in your approach. You steer clear of rash conclusions and impatient behavior, putting appropriate analysis into every move. Leaders with a result similar to yours are:

- Deliberate and apt to survey a situation before making a decision.
- Patient when communicating and mentoring their direct reports, and deal with obstacles in a composed manner.
- Calm and unperturbed under trying circumstances, allowing others to trust in their leadership ability during difficult times.

You scored well above average on Impulse Control and fall within the leadership bar.

## Leadership Impact

***Leadership Implications.*** Your ability to remain focused, delay temptation, and avoid making rash decisions ensures you are at low risk of derailment. Leadership requires flexibility, but it is your astute focus and deliberate planning that achieve corporate buy-in. Because you reflect before you speak, your position is well articulated and, as a result, respected and trusted by those you lead.

***Organizational Implications.*** You likely have a style of careful deliberation that has a positive impact on the organization, as you take the time to ensure that plans are in place before decisions are made. Under trying circumstances, you can still hold this patient composure and not fall victim to knee-jerk responses to market conditions or competitive moves. People may see your behavior as predictable and calculated, and although this is necessary in many workplaces, ensure that it isn't at the expense of listening to your instincts or participating in spontaneous conversations.

## Strategies for Action

***Unfreezing.*** If you find yourself significantly less impulsive than the environment you work in, you may appear to be rooted in thought when others are driving action. If progress is being held up by too much contemplation, your team may think you are incapable of driving change in the organization.

- Before making a decision, determine up front what evidence you will need in order to feel comfortable acting. Whose approval do you need? What is the threshold of risk you are willing to accept?
- Knowing this information up front will help you balance deliberate decision making with the progress demanded of today's leaders.

***Admit Mistakes.*** Even with our best intentions, frustration or impatience can sometimes get the best of us. Leaders who show integrity by owning their behavior and admitting their mistakes recover from workplace slip-ups with less wear and tear than leaders who pretend the event never happened.

- Particularly with your direct reports, openly admit to a moment of frustration and offer an apology. Don't blame your behavior on anyone else or anything outside of your control.
- Maintain a positive impression by talking about what you will do differently next time and ask others for feedback on your plan.

## Balancing Your EI

This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning.

### Impulse Control(120)

Your Impulse Control 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 Impulse Control with other subscales may lead to further EI development and enhanced emotional and social functioning.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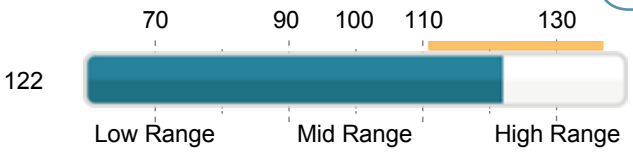
# Flexibility

Adapting emotions, thoughts and behaviors




## What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Ms. Sample, your result suggests a finely-tuned ability to adapt to shifting priorities in the organization. You are a catalyst who inspires fresh ideas, and you learn from unexpected events. This willingness to adapt helps you become a champion of progress and use a variety of leadership styles with your direct reports. Some indicators of your result are:

- You are viewed as quick to respond to unpredictable events.
- You are reactive, and not stuck to conventional and outdated methods.
- You are able to mold your leadership style and emotional responses to changing conditions and differing needs of those on your team.

You scored well above average on Flexibility and fall within the leadership bar.

## Leadership Impact

Innovation

***Leadership Implications.*** You are a leader who is likely at ease with both minor and major transformations. You realize that you cannot control everything, which helps fuel ideas and creativity in your team. You are not always a proponent of the status quo and are receptive to improving business processes and changing your leadership style when necessary. Nevertheless, it is important to be mindful that change is made easier when you are armed with sufficient information to make a credible decision.

***Organizational Implications.*** You are likely a role model for responsiveness. Your flexibility likely helps to ensure new insights and fresh perspectives are fostered. Different opinions are raised within your team and work relationships, and challenges to traditional procedures become the norm. You help contribute to an organization that adopts “outside the box” thinking and views change as a continual learning process. Be mindful to rely on your instinct and reality testing when evaluating alternative courses of action.

## Strategies for Action

***Remain True to Your Convictions.*** Watch that you are not heavily swayed or influenced by others’ perspectives, as too much flexibility can pose as many challenges as too little.

- Employees respect leaders who remain true to their beliefs, even if the outcome is unexpected. Employees are not fond of leaders who waver, depending on the opinions of others. Behave consistently so that your adaptable approach does not become counterproductive.
- Reflect on the core beliefs and values that underlie your choices and ensure that your leadership style embodies these traits.
- Be prepared to share the reason(s) why you veered from a particular course of action, so that your colleagues can understand your logic.

***Establish a Culture of Innovation.*** Funnel your drive for innovation and creativity through the organization.

- Reward and praise your employees for their new ideas and creations. For instance, you can award a plaque of recognition to the employee who presents the most original and imaginative idea.
- Hold your employees accountable for achieving key metrics (e.g., sales targets) but allow them the flexibility to plan how they will achieve these goals and encourage questioning of the status quo.

## Balancing Your EI

This section compares Flexibility with Problem Solving, Independence, and Impulse Control. Achieving balance between these subscales can enhance emotional functioning.

### Flexibility(122)

Your Flexibility 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 Flexibility with other subscales may lead to further EI development and enhanced emotional and social functioning.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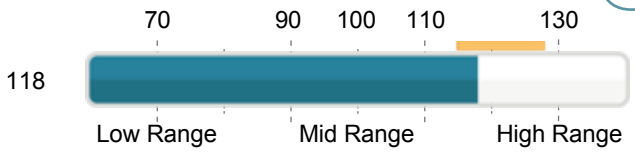
# Stress Tolerance

Coping with stressful situations




## What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress. Ms. Sample, your result indicates that you are armed with an array of valuable coping strategies to mitigate the effects of challenges and difficulties that arise in the organization. You garner respect for your ability to lead others through times of stress, by remaining calm and collected. You are focused on getting the job done in the face of uncertainty and changing priorities. Some characteristics of your result are:

- You undertake challenges with enthusiasm in order to foster productivity.
- You operate at peak performance under situations of mounting pressure and approaching deadlines.

You scored well above average on Stress Tolerance and fall within the leadership bar.

## Leadership Impact

***Leadership Implications.*** Your ability to withstand the most intense pressures with ease denotes an agility in coping with the most challenging issues (e.g., downsizing, competitive threats). You are viewed as a beacon of composure and are able to weather the most difficult situations with stoic calm. Others see you as being decisive and taking prompt action when encountering complex issues and/or stressful events.

***Organizational Implications.*** Your proficiency at managing the sometimes chaotic demands of the workday without getting anxious or worried propels the organization towards efficiency even under the most challenging conditions. You motivate others to cope with events that are uncontrollable, and your ability to find solutions catapults the organization forward. Change permeates the work culture as decisions are swiftly made. Be mindful that your colleagues may not cope as well with pressure, and ensure that proper safety nets are implemented (e.g., flexible work schedules, stress management workshops).

## Strategies for Action

***Temper Your Expectations.*** Be cognizant of the fact that your direct reports may not espouse the same stress mitigating coping strategies as you.

- While you may be able to take on multiple challenging assignments to drive the organization forward, remember that others may not feel as able to cope with the demands.
- Openly communicate your expectations with others, and maintain an open-door policy. Encourage colleagues to speak to you about their concerns in a welcoming and supportive atmosphere.

***Maintain a Fine Balance.*** Ensure that you balance your desire to undertake simultaneous projects with a realistic appraisal of your ability.

- Draw on reality testing to ensure that you are adequately prepared to tackle a demanding workload. For instance, do you have the required resources (e.g., people, time, expertise) in order to effectively manage competing priorities?
- Ask your team for feedback regarding workload and involve them in creating solutions to ease the pressure when necessary. Ask for help when you are unable to tackle a project alone and delegate responsibilities when you are unable to handle them.

## 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(118)

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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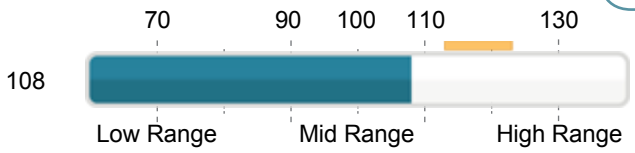
# Optimism

Positive attitude and outlook in life




## What Your Score Means

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. Ms. Sample, your result is indicative of a leader who is slightly more likely than most to view work and life in a positive light. Because the score on this scale is not overly extreme, it 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 approach leadership with enthusiasm and gusto, although you could benefit from demonstrating this energy even more often.
- You motivate colleagues to achieve success, helping them set stretch goals and reach for greater heights.
- You generally believe that setbacks are temporary and that you can overcome them.

While you scored slightly above average on Optimism, you could benefit from strengthening these skills and reaching the leadership bar.

## Leadership Impact

Insight

Innovation

***Leadership Implications.*** Your moderately optimistic stance permeates your leadership style and helps you view most situations as malleable and controllable. By further developing your sense of optimism, when you encounter adversity, you will be able to overcome the challenge, learn from the situation, and inspire others to do the same. While you are able to set an inspiring mission and vision for the organization that produces results and productivity, this ability can be enhanced.

***Organizational Implications.*** Given your generally optimistic outlook, colleagues can emulate your disposition and use you as a role model when encountering tough situations. For the most part, the organization prospers under uncertainty, and these situations are viewed as transient and easily overcome. Generally, your team perseveres at solving problems as they arise; however, you could benefit from demonstrating even more optimism to ensure colleagues are inspired to continue to actively tackle problems.

## Strategies for Action

***Modify Your Language.*** Monitor your speech, as the words you use can either create a positive or negative ambiance.

- In a meeting, take note if you play the role of "devil's advocate." Do you often criticize others' ideas or solutions without weighing the evidence?
- The next time a colleague proposes an initiative, take the time to consider their perspective and their contribution.
- Temper your initial reaction with positive statements (e.g., "that sounds promising," and "did you consider the alternative") to help boost your positive mindset.

***Focus on Your Strengths.*** Capitalize upon your talents to introduce positive emotions in your way of thinking.

- Every leader is endowed with strengths and weaknesses. The key is to focus upon your strengths. For instance, if you are adept at public speaking, volunteer to deliver presentations at the next meeting.
- When appropriate, delegate tasks in which you do not excel to your colleagues who may be more specialized in a certain area of expertise. By focusing on your strengths, you are better able to leverage your skills to their full extent, which will aid in fostering a positive outlook.

## Balancing Your EI

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

### Optimism(108)

Your Optimism 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 Optimism with other subscales may lead to further EI development and enhanced emotional and social functioning.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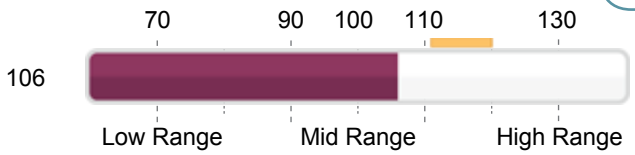
# Well-Being Indicator

Satisfied with life; content




## 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 on this page, 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

Ms. Sample, 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 while participating in activities you enjoy.
- Be seen by your team 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 any of the four subscales typically tied to happiness, or in any other EI skill area, you may benefit from ensuring your development goals are linked to improving your Happiness. Are there additional goals that you can set to achieve things that are important to you, leading to an increased sense of well-being?

### Self-Regard (113)

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.

- How do you envision success in your leadership position? Are you reaching the pinnacle of success?
- What are some strategies you have used in the past (e.g., positive self-talk) to be confident and self-assured?

### Optimism (108)

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.

- What are some steps to demonstrate your positivity in a more active/overt manner?
- Do you monitor your perspective and analyze how it affects your achievements?

### Interpersonal Relationships (111)

Your Interpersonal Relationships result indicates that you have well-developed relationships that likely help shield you from the negative effects of life's daily demands. If maintained, these relationships can enhance and sustain pervasive feelings of happiness.

- Do you have a confidant outside of work who helps buffer any stressful or negative events that you encounter?
- How can you effectively leverage your network to maintain happiness in your work life?

### Self-Actualization (114)

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.

- Can you pinpoint the emotions you experience when you feel you are optimally using your talents?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EQ-i 2.0

# 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.

**S** PECIFIC
**M** EASURABLE
**A** CTION-ORIENTED
**R** EALISTIC
**T** IMELY

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 |
|---|---|---|---|---|---|
| Practice active listening | Today, especially in one on one meetings with my direct reports | Improved interpersonal relationships, empathy with my team. Increased employee engagement. | - Feedback<br>- 360 results increase | Direct feedback from my team | Obtaining honest feedback can be difficult. Time – don't cancel one on one meetings – demonstrate the importance of regular touch points |
| | | | | | |
| | | | | | |
| | | | | | |

I commit to this action plan _____ .
*(signature)*


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MHS

# 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 to reach 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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# Leadership, Conflict Management, and Emotional Intelligence

Managing conflict of any kind can be a frustrating task for most of us. For leaders, resolving some sort of conflict is usually the norm rather than the exception. From competing resources and deadlines, to new project teams, mergers, and managing through organizational change, leaders are continually required to flex their interpersonal conflict management skills.

In addition, more and more of the work we do today involves multiple teams to reach organizational goals. The increased need for clear communication and role clarity between teams will help to ease potential conflict, and if navigated well, can provide team members with the opportunity to be innovative, take risks, and increase productivity.

As a leader, you may find the tips below can help you to leverage your emotional intelligence skills in times of conflict.

## Manage yourself first...

### 1. Listen to yourself with purpose.

Leverage **Emotional Self-Awareness** skills to recognize your reactions, thoughts, and feelings regarding the conflict at hand. What are your thoughts about the conflict; the way it has been handled thus far and what can be done to get through it? What frustrates you about it? What is good about it? Remember, even though it may feel personal at times, the conflict is often not about you. Pay attention to how you feel and bring the focus back to the issue.

### 2. Timely expressions of yourself.

As a leader, your emotional expressions are always in the limelight, and while some situations call for instantly expressing yourself, most require a more deliberate and controlled expression. Your genuine expression and authenticity will be appreciated by others—especially when it is timely and constructive. Along with the awareness from Tip #1, utilize your **Emotional Expression** and **Impulse Control** skills to make the conscious decision to express yourself in a constructive manner, thinking through the outcome you expect from your expression before you express it.

## ...manage others second.

### 3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively and genuinely—make it "their" time. Even if you disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defenses. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

### 4. Conflict ~~resolution~~ *management*.

Note that the title of this article is conflict management—not conflict resolution. Yes, there will be situations that call for immediate action, and you will need to make use of the authority behind the position you hold at your organization. For others, try simply managing the conflict as opposed to resolving it. Leaders usually have the tendency to jump right into problem solving mode, especially when problem solving skills are second-nature, or it seems easier to solve it yourself than allow others to do so. Make the conscious decision to use **Impulse Control** skills and apply your **Problem Solving** skills at a different level—manage the conflict as a leader and use it as an opportunity to develop your team. Use your **Interpersonal**, **Stress Tolerance**, and **Optimism** skills to guide and develop your teams to find innovative solutions to the conflict they experience. Provide them with the latitude to generate solutions and then review the best course of action with them. Remember, conflict can be a good thing! Learn to manage its destructive potential and harness its constructive energy.



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# A Leadership Guide to Striking the Optimal Balance

Meet Harriet, Senior Vice-President of Communications at a multi-national Fortune 500 corporation. As she interacts with stakeholders in different time zones, her day begins at the crack of dawn when she checks her work email. After eating a hurried breakfast and dropping her children off at school, the rest of her workday consists of a slew of meetings, intermingled with bursts of brainstorming and team debriefs. In the rare occasion that a spare moment presents itself, editing and sign-offs are slotted in throughout the day. Her biggest problem is time pressure, as she finds it difficult to complete an ever-growing list of competing priorities. Her harried, multi-tasking lifestyle prevents her from being fully present and engaged in her work and personal life. Recently, Harriet has encountered health problems, such as rapid, irregular heartbeat, headaches, and aches and pains throughout her body. Because of these issues, her children are often let down when she can't attend their after-school sporting events.

Harriet's situation is endemic throughout organizations, and costs companies billions annually in lost productivity. In our globalized economy, pressures to accomplish more with fewer resources, and our hurried, frantic lifestyles are causing leaders to sacrifice their health to complete a long list of seemingly endless responsibilities. Aside from the personal toll, families may feel disappointed and neglected as interpersonal contact steadily decreases.

For today's time-pressured leader, the following is a guide to harness EI skills to strike the elusive work-life balance:

## Keep work in perspective

Work is an essential component for leaders in organizations. Nevertheless, it should not consistently overtake other responsibilities. Use **Reality Testing** skills to maintain an objective view of your schedule and your various obligations (professional and personal).

## Temper unrealistic expectations

Leaders are only capable of taking on so much before physical and emotional resources deplete. Use **Emotional Self-Awareness** to gauge emotional reactions to unfeasible demands, which can serve as a trigger to adopt a more efficient/streamlined schedule.

## Set boundaries and leave work at the office

When work continually encroaches on a leader's personal life, quality of life suffers to the detriment of **Happiness**. Use **Assertiveness** to ensure that discontent with work volume is vocalized as much as appropriate, and implement **Flexibility** to secure breaks at lunch and in the evenings/weekends.

## Change your mindset

Leaders frequently feel compelled to shoulder a great deal of responsibility to achieve the strategic vision of the organization. Use **Problem Solving** to alleviate strain, and leverage **Optimism** to alter perspective (adopt the mindset "this too shall pass").

## Meditate and exercise

When pressure mounts, leaders often focus their priority on achievement and neglect their well-being. Meditation and exercise boost **Stress Tolerance** and **Optimism**, both of which help you to refocus attention and manage competing priorities.

## Delegate

Harness the power of delegation; assign tasks to your team to alleviate the burden of competing deadlines. Leverage **Interpersonal Relationships** to identify those who can shoulder some obligations, or those who need exposure or development in a particular task, and use **Flexibility** to ensure fair distribution of work.

## Prioritize responsibilities

Leaders must ensure that duties are prioritized according to importance, and tackle obligations in order of impact on organizational goals. Use **Reality Testing** to address the most significant issues, and implement **Problem Solving** to create a plan to address tasks.

## Ensure proper rest and community engagement

Use **Flexibility** to ensure you receive proper sleep to help reframe challenging situations, and leverage **Interpersonal Relationships** and **Social Responsibility** to participate in community engagements that buffer the effects of competing priorities.

## Indulge in your passions

Leaders devoid of hobbies or extra-curricular activities are not well-rounded, which can prevent a holistic or alternative view of the organization. Use **Independence** and **Self-Actualization** to identify interests and ensure that you engage in these pursuits.



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# Leading a Multigenerational Workforce

Take a quick survey of all the people you work with on a daily basis. Chances are you interact with people representing every generation: Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps have always been present in the workplace, never have we encountered such differences in values, communication styles, and expectations of leadership mixing together on the company stage. By leveraging your EI skills, you can capitalize on the dynamic work environment created from this mix of generations, while minimizing the tension that can arise when different expectations are present.

Leverage Empathy and Flexibility in order to manage the generation gap. Here are some suggestions:

## Empathy

- View your leadership style from the perspective of each generation, then from the perspective of each individual.
- Ask questions to uncover what your team members value and what motivates them.
- Value each person as unique and having individual needs, regardless of the generation they belong to.

## Flexibility

- Be tolerant of different tactics/approaches for communication. Show that you are open to using different methods for communication.
- Accommodate different learning styles amongst your team, and offer them alternatives (i.e., mentoring, e-learning, hands on training).
- Keep an open mind to alternative or innovative approaches to work. Your way may not be the only way.

The table below outlines some common trends for each generation. These characteristics may help you uncover the root of different expectations and preferences amongst your team. However, use your Interpersonal Relationships skills to form solid bonds with those you lead and get to know them personally; generational stereotypes should never replace healthy conversations between a leader and his or her team.

| This generation... | prefers communication that is.... | values things like... | approaches work by... |
|---|---|---|---|
| **Baby Boomers**<br>• born between 1946–1964 | - structured and systematic, like performance reviews<br>- face to face | - expertise and experience<br>- institutional and political knowledge<br>- social contributions and loyalty | - separating professional and personal life<br>- building strong relationships and networks |
| **Generation X**<br>• born between 1965–1981 | - face to face, or email<br>- clear, direct, and transparent as they tend to be slightly skeptical | - efficiency<br>- work/life balance<br>- security | - working independently<br>- learning on the fly<br>- multitasking |
| **Millennials/Gen Y**<br>• born after 1981 | - instantaneous<br>- transparent<br>- about strategy and vision for the company<br>- technology based, like instant messaging | - fast-paced work environment<br>- empowerment<br>- creativity, innovation<br>- hyper-connectivity | - working with others, team work, socializing<br>- doing what's meaningful and has purpose |


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