



Development Summary

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Senior Managers

Private and confidential



eip3

Emotional Intelligence Profile

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About this report

This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **Emotional Intelligence Profile**. The information in this report should only be disclosed to third parties with the prior agreement of the participant.

A full understanding of this analysis should also take into account other relevant information such as personality, actual experience, skills and knowledge, current circumstances, culture etc.

Your Development summary contains the following information:

- A brief explanation of the six key parts of Emotional Intelligence
- A description and summary of your two **Behaviour** scales of Self Management and Relationship Management (top layer of the framework)
- A description and summary of your two **Feeling** scales of Self Awareness and Awareness of Others (middle layer of the framework)
- A description and summary of your two **Attitude** scales of Self Regard and Regard for Others (lowest layer of the framework)
- A colour coded summary of your profile in relation to the six key parts of Emotional Intelligence
- Suggestions for your personal development and a form for recording your reflections and actions

Emotional Intelligence focuses you on the personal changes you may choose to make in order to get the best out of yourself and truly engage, inspire and motivate others.

Introduction to Emotional Intelligence

Emotional Intelligence (EI) is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Individuals with higher EI will be better able to manage themselves and their relationships to be both personally and interpersonally effective. The framework shown below provides an organising structure for the different facets of EI and how they are related. The two main streams of EI are:

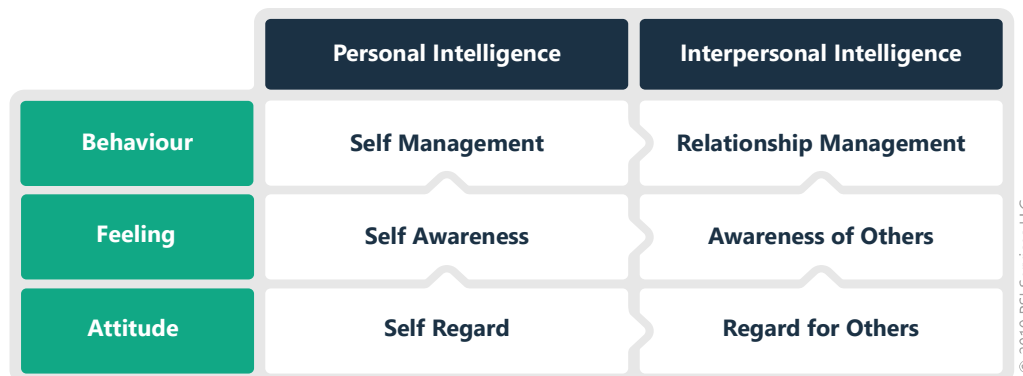
Personal Intelligence

Being effective at picking up what is going on inside of you (**Self Awareness**) and taking appropriate actions to manage yourself (**Self Management**).

Interpersonal Intelligence

Being effective in picking up what is going on for other people (**Awareness of Others**) and taking appropriate actions to manage them (**Relationship Management**).

Your Emotional Intelligence is influenced by your attitudes. In particular, your attitude towards yourself (**Self Regard**) and your attitude towards other people (**Regard for Others**). To make developmental changes stick, it is important to develop the right attitudes along with your behaviours. The relationship between the various parts of Emotional Intelligence is shown in the diagram below.



Who you are being compared against

The Emotional Intelligence questionnaire is a self-report measure and your Profile reflects your self-perceptions. Your results are based on a comparison with a cross section of the working population or a specific group within the working population (as shown on the cover page).

Your Behaviour scales

The scale descriptions below are based on your scores on the Behaviour scales: **Self Management** and **Relationship Management**.

Self Management

Self Management is about how you manage your behaviour to be personally effective. Overall you scored **average** on this scale. Key descriptors include:

- You may have a tendency to become despondent when faced with difficult situations. Following set-backs you may take things personally and take time to recover.
- You typically display self-determination and feel empowered, however in challenging situations you may feel personally constrained and doubt your ability to influence outcomes.
- You have a reasonable understanding of your core values and act in accordance with these. Although generally trustworthy, at times you may appear less reliable or inconsistent.
- Generally, you adapt your ways of working to meet the needs of the situation but on occasion may be less flexible or reluctant to explore alternatives.
- You have a broad idea of your personal goals what you want to achieve but may allow yourself to be distracted and do not always achieve what you set out to do.
- You likely invest energy into developing a few close relationships; generally you may prefer to keep relationships formal and are less inclined to open up and share your feelings.

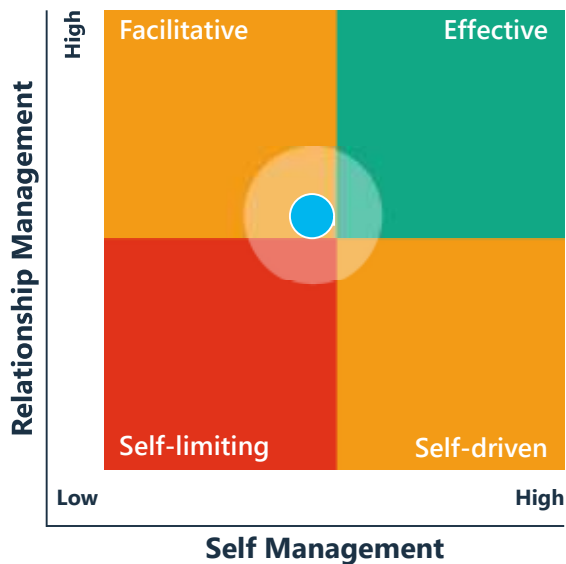
Relationship Management

Relationship Management is about how you manage your relationships to be interpersonally effective. Overall you scored **average** on this scale. Key descriptors include:

- You may have a preference to take work on yourself and work independently; you may risk becoming isolated or being seen as unwilling to be part of a team.
- When faced with conflict, you may have a tendency to become passive, overly accommodating or less inclined to assert your perspective.
- You may have a tendency to over trust others, which when people do not meet your expectations, results in you responding in a mistrustful manner.
- You may have a tendency to be over-optimistic in your general view of situations and rebound to feeling disappointment and pessimism when things don't work out as you hoped.
- You typically feel able to freely express your emotions and are in control of when and how you do this.

Your Behaviour summary

The matrix below shows the balance between your **Behaviour** scales of **Self Management** and **Relationship Management**. Your score is shown by the **blue ball**. The lighter circle around the ball indicates how your score might typically vary. The ideal position is to be **Effective** towards the top right hand corner; the least effective position is to be **Self-limiting**, towards the bottom left hand corner.



Effective

- Interpersonally connected
- Trusting and flexible
- Positive and takes responsibility
- Goal directed and assertive

Self-driven

- Task focused and self-motivated
- Takes responsibility
- Self-reliant and independent
- May be less interpersonally connected

Facilitative

- **Co-operative and engaging**
- **Personal and open**
- **Can lack focus and direction**
- **May tend to worry**

Self-limiting

- May lack self-confidence
- May be less interactive or detached
- May under-rate self
- Can lack self-direction and motivation

Summary description

Your scores for Self Management and Relationship Management both fall near the centre of the profile. This suggests you are reasonably effective at motivating yourself and managing your behaviour towards goals. You may also be reasonably effective at building and maintaining relationships. The impact of this may be that you are generally productive and successful individually and are generally able to collaborate, influence and engage with others to help a group achieve an outcome. However, at times you may become less effective, perhaps getting distracted from your goals by a short-term interest or setbacks. Alternatively, there may be times when you are less effective in managing relationships; for example, getting overtaken by emotion, becoming withdrawn or being overbearing. To enhance your Self Management, consider where you can better manage your own behaviour towards achieving long-term success and respond constructively to stress or setbacks. To enhance your Relationship Management, consider how you can better build and maintain effective relationships.

Your Feeling scales

The scale descriptions below are based on your scores on the Feeling scales: Self Awareness and Awareness of Others.

Self Awareness

Self Awareness is the degree to which you are in touch with your body your feelings and your intuitions. Overall you scored **average** on this scale. Key descriptors include:

- You tend to understand your emotional responses to different stress factors.
- You display reasonable awareness of your values and needs.
- You may sometimes ignore, bottle up or section off your emotions.
- When not managing your emotions effectively, you can display reactive behaviour.
- To support decision making, you could develop better use of your intuition.

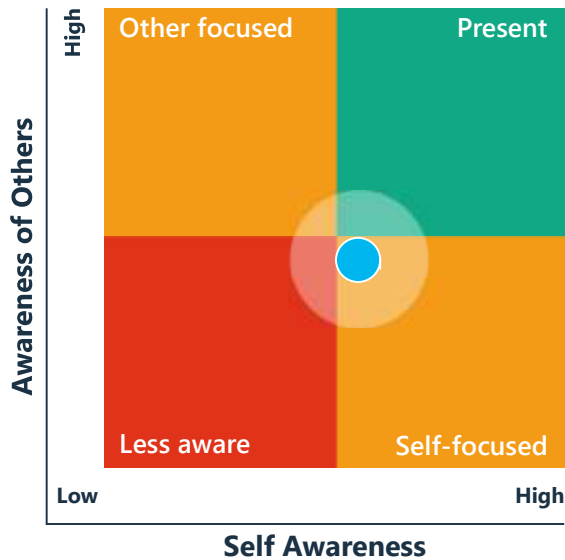
Awareness of Others

Awareness of Others is the degree to which you are in touch with the feeling states of others. Overall you scored **average** on this scale. Key descriptors include:

- You generally pay attention to and show interest in others.
- You have a reasonable understanding of individual's motivations and needs.
- Sometimes you may lack tact or struggle to empathise with others.
- You may not always be aware of the impact you have on others.
- Occasionally, the assumptions you form about others may be inaccurate.

Your Feeling summary

The matrix below shows the balance between your **Feeling** scales of **Self Awareness** and **Awareness of Others**. Your score is shown by the **blue ball**. The lighter circle around the ball indicates how your score might typically vary. The ideal position is to be fully aware and **Present** towards the top right hand corner; the least effective position is to be **Less aware**, towards the bottom left hand corner.



Present

- In touch with own feelings
- Intuitive and sensitive to others
- Observant of surroundings
- Empathic towards others

Self-focused

- **Self-contained**
- **Aware of own feelings**
- **Reflective and considered**
- **Possibly detached**

Other focused

- Aware of others' feelings
- Aim to please others
- Tendency to put self second
- May ignore own needs and well-being

Less aware

- Can be cool and aloof
- May be emotionally distant
- Less aware of own and others' feelings
- Sometimes unresponsive

Summary description

Your scores for Self Awareness and Awareness of Others both fall near the centre of the profile. This suggests you may know and understand yourself reasonably well and are reasonably good at picking up on what is going on for other people. The impact of this may be that you are generally clear on what you want, know how different situations affect you and come across as sensitive to the needs of others. However, your average score also suggest that at other times, such as when under stress, you may lose touch with what matters to you or how you are responding to others and appear more self-absorbed. To enhance your Self Awareness, consider when you may benefit from tuning in more carefully to how you feel and what you want. To enhance your Awareness of Others, consider when you may need to put more time and effort into noticing what others may be feeling and wanting.

Your Attitude scales

The scale descriptions below are based on your scores on the Attitude scales: Self Regard and Regard for Others.

Self Regard

Self Regard is the degree to which you accept and value yourself. Overall you scored **average** on this scale. Key descriptors include:

- You can accept possible development areas without being too self-critical.
- Generally you are self-confident with a good sense of well-being.
- You may give insufficient praise and recognition to yourself.
- Under pressure, you may be self-doubting.
- Occasionally you may worry about personal shortcomings.

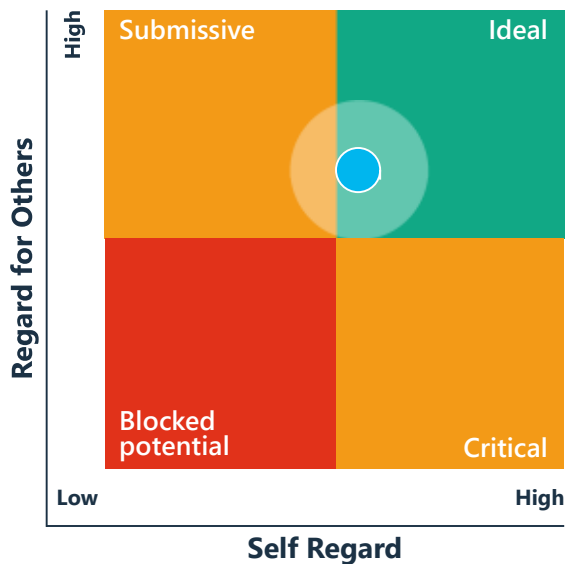
Regard for Others

Regard for Others is the degree to which you accept and value others as people as distinct from liking or approving of what they may do. Overall you scored **average** on this scale. Key descriptors include:

- You tend to be more task-focused than people-focused.
- You are supportive and helpful when choosing to engage with others.
- You may use praise and encouragement to motivate people.
- You listen to people's concerns and respond to their needs.
- Sometimes you may be critical or unsympathetic towards people.

Your Attitude summary

The matrix below gives an indication of the balance between your **Attitudes of Self Regard** and **Regard for Others**. Your score is shown by the **blue ball**. The lighter circle around the ball indicates how your score might typically vary. The most effective position is to be **Ideal** towards the top right hand corner; the least effective position is to be **Blocked potential**, towards the bottom left hand corner.



Ideal

- Positive attitude towards self and other
- Feel confident and competent
- Accepting of self and others
- Authentic and open to development

Critical

- Possibly critical and blaming of others
- Can be aggressive or defensive
- May be mistrusting
- Sometimes overly independent

Submissive

- Can be passive and over trusting
- Sometimes too dependent on others
- Possible lower self-confidence
- May be self-critical and self-doubting

Blocked potential

- May be rigid and inflexible
- Possibly defensive
- May feel unhappy and negative
- At times feel resigned and helpless




Summary description

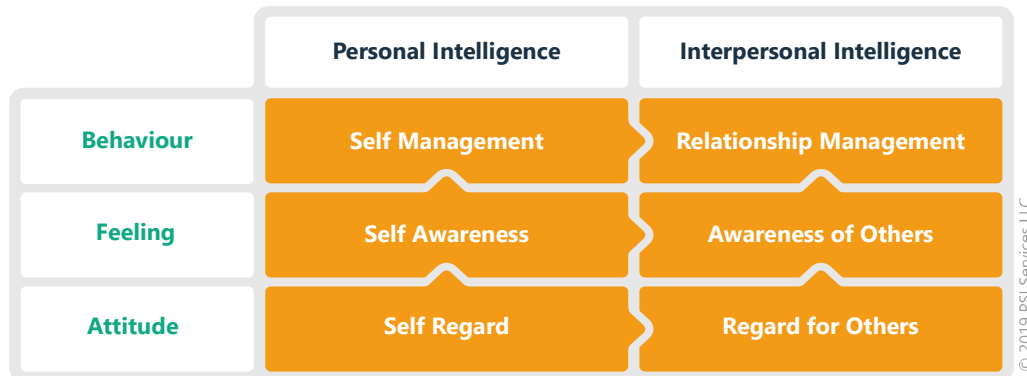
Your Self Regard and Regard for Others scores are both fairly high in relation to the comparison group. This combination of attitudes is a reasonable base for developing your personal and interpersonal effectiveness. Your scores suggest you see yourself positively, will generally cope well with life's demands and will be open to self-development. You also see others positively and are likely to be supportive and helpful towards them. However, your Regard for Others is slightly higher than your Self Regard, suggesting you may sometimes struggle with confidence or blame yourself for mistakes. This may lead you to fall into patterns of behaviour such as trusting others too much, not asserting yourself or becoming over-reliant on the opinions of others. To develop greater Self Regard, when you notice you are being self-critical challenge the negative thoughts by focusing on the relevant positive aspects of yourself and the situation. Also, be sure to make time for things you enjoy in work and in life generally.

Your summary profile

Your Emotional Intelligence results represent your responses to questions relating to each of the sixteen scales. The measurement for the questionnaire works by calculating how different your patterns of responses to the questions are when compared to a group of other responses.

The summary profile below represents your overall level of effectiveness (strengths and development areas) on each of the six parts of the Emotional Intelligence framework. These have been colour coded as follows:

-  You rated yourself lower than the comparison group rated themselves.
-  You rated yourself about the same as the comparison group rated themselves.
-  You rated yourself higher than the comparison group rated themselves.



Pause for reflection

The profile above indicates your view of your own Emotional Intelligence at the time you completed the questionnaire:

- Consider the difference between your Personal Intelligence (the left side of the model) and your Interpersonal Intelligence (the right side of the model).
- Consider the difference between the three levels: your Attitude (the bottom of the model), your Feeling (the middle part of the model) and your Behaviour (the top of the model).

Scores are not necessarily good or bad. They should be used to help you focus on 'where you are now' against 'where you want to be'.

Your development summary

Development suggestions

Below are three suggestions for your development based on the areas you scored relatively **lower** on.

- Develop your **Emotional Resilience**. Identify what triggers you. Learn to observe your feelings as they arise and label them. Pause and use breathing exercises to calm down and then choose how to respond. Additionally, maintain your energy through healthy eating, getting enough sleep, exercise and relaxation.
- Develop your sense of **Personal Power** by being responsible and taking accountability. You may have more choice than you think you have. Make yourself aware of all the choices available to you. Turn your attention to what you can control and what can be done. Do something small to take responsibility for your actions. Exercising choice is the key to feeling empowered.
- If you have a preference for being an **independent** expert, make sure you share your expertise and thinking with others. Involve people early in a new project; elicit their ideas before deciding the way forward. Having your own inner conviction is a good basis for managing others; ensure you convey this to people in a way they can engage with.

Building on your strengths

Below are three suggestions for making best use of your strengths based on the areas you scored relatively **higher** on.

- Use your ability to **connect with others** to build and strengthen your network. Networking is a two-way process; find ways of staying in regular contact with people, know what is important to others, demonstrate empathy and offer assistance. Invest time in building open and trusting relationships and ensure you have a breadth as well as depth of strong relationships.
- Use your skills in **expressing emotion** appropriately to have a positive impact on people. Inspire and motivate others through practicing different approaches to expressing emotion. For example, show concern for others, be caring and soft spoken to engender trust and loyalty; display enthusiasm and optimism to create energy around achieving a difficult goal.
- Continue to demonstrate compassion and **Regard for Others**, even when you deliver difficult messages give people feedback. Use your warmth, caring and enthusiasm towards people to inspire them to reach beyond their comfort zones. Also, be sure to look after your own needs as well as those of others.

Your personal development

Answer these questions below to begin mapping out a personal development plan.

Your reflections

What have you learnt or become aware of from reading your Development summary?

Your strengths

How are your strengths working for you?

How can you make more use of your strengths to your own and your organisation's advantage?

Your development

How are your development areas limiting or hindering your performance?

What actions can you take to address your development areas?



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