



Executive Report

Sam Sample

19 January 2021

US Working Population

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 Executive report contains the following information:

- A brief explanation of the six key parts of Emotional Intelligence
- Your score on sixteen different aspects of Emotional Intelligence
- A description of your score on each of the sixteen Emotional Intelligence scales
- A list of your responses to each question
- A color coded summary of your profile in relation to the six key parts of Emotional Intelligence

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 behaviors 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 organizing structure for the different facets of EI and how they are related. The two main streams of EI are:

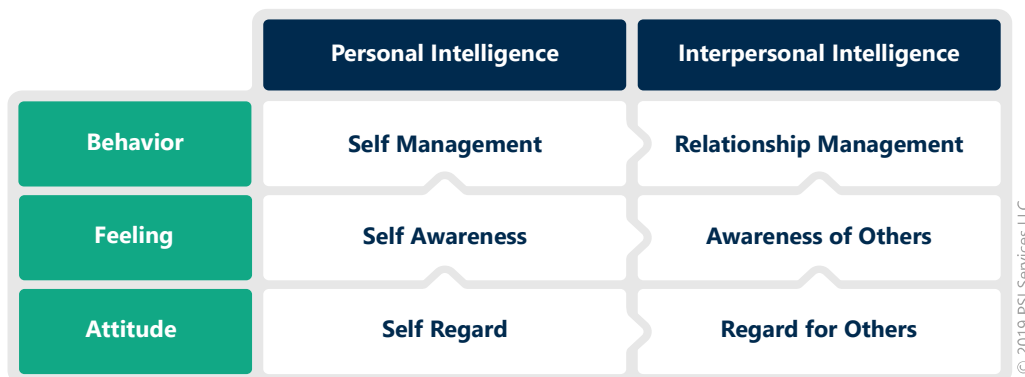
Personal Intelligence

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 behaviors. 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 specific group within the working population (as shown on the cover page).

Your Emotional Intelligence Profile

Linear scoring

Scores are presented on a 1 to 10 scale relative to the comparison group (this is called a sten score). A midrange score of 5 or 6 indicates that your score was similar to the average of the comparison group. Scores further away from the mid-point indicate you were higher or lower than the average range. A sten score of 8 to 10 would indicate you rated yourself higher than most people (in the highest 15% of the comparison group). The ideal position is to score higher on each scale.

Attitude

1 Self Regard



The degree to which you accept and value yourself.

2 Regard for Others



The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

Feeling

3 Self Awareness



The degree to which you are in touch with your physiology, feelings and intuitions.

4 Awareness of Others



The degree to which you are in touch with the feelings of others.

Self Management

5 Emotional Resilience



The degree to which you are able to pick yourself up and bounce back when things go badly for you.

6 Personal Power



The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

7 Goal Directedness



The degree to which you relate your behavior to long-term goals.

8 Flexibility



The degree to which you feel free to adapt your thinking and your behavior to changing situations.

9 Connecting with Others



The extent and ease with which you are able to make significant connections with other people.

10 Authenticity



The degree to which you invite the trust of others by being principled, reliable, consistent and known.

Multi-scale scoring

Multi-scale scores are also presented on a 1 to 10 sten scale relative to the comparison group. Mid-range scores (5 or 6) indicate you were similar to the average for the comparison group. Scores further away from the mid-point mean you were higher or lower than average. Multi-scale scores measure whether you display too much, too little or the ideal amount on a particular scale. The ideal position is to score low on the red scales (too little and too much) and high on the green scale (ideal). The blue bar represents the degree to which this overall balance between the three scales is achieved.

Relationship Management

11 Trust

Your tendency to trust others.



Mistrusting



Carefully Trusting



Over Trusting



12 Balanced Outlook

How well you manage to balance optimism with realism.



Pessimistic



Realistically Optimistic



Over Optimistic



13 Emotional Expression and Control

The degree to which you are emotionally controlled.



Under Controlled



Free and in Charge



Over Controlled



14 Conflict Handling

How well you handle conflict.



Passive



Assertive



Aggressive



15 Interdependence

How well you manage to balance taking yourself and taking others into account.



Dependent



Interdependent



Over Independent



Developing your Emotional Intelligence

16 Reflective Learning

The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.



Your narrative section

1 Self Regard

6

Definition: The degree to which you accept and value yourself.

Interpretation

Your Self Regard score was typical of the comparison group. Developing and maintaining your Self Regard or self-esteem is a prerequisite for effective behaviors. Your score on Self Regard suggests that you feel generally happy with yourself and who you have become and have reasonable inner confidence. Your Self Regard will enable you to accept your strengths and weaknesses, welcome feedback and be open to change without feeling threatened or defensive. Despite there being aspects of yourself you may want to change, you are less inclined to put yourself down. In situations where you feel competent and respected you are likely to be authentic, self assured, take risks, learn from mistakes and inspire others. However, under other circumstances, such as when you feel under pressure, feelings of self-doubt may creep in. On these occasions you may tend to worry about your shortcomings and be more self-critical. This may also distort your awareness causing you to interpret experiences negatively and sometimes behave inflexibly. Individuals that excel in the workplace take steps to maintain and cultivate their Self Regard.

Your key descriptors

Acceptance of possible development areas without being too self-critical.

Generally self-confident with a good sense of well-being.

May give insufficient praise and recognition to self.

May be self-doubting when under pressure.

Occasional worry about personal shortcomings.

Development suggestions

- Notice those occasions when you feel in a low mood or are self-doubting. Identify if there are particular situations causing it. Then, decide how you could best manage these events in the future.
- If you receive a put-down, which is when someone (including yourself) criticizes you as a person rather than what you have done, ask them to give you examples and clarify with evidence. Every time you say something negative about yourself, counter it with something positive.
- Once a day take a few minutes to notice your 'inner critic' and challenge it with the question, "Is that really true?". Ask others who know you well for their opinion on what you doubt about yourself, they are likely to have a valuable perspective.
- Foster team spirit by giving and accepting compliments from others rather than dismissing them. Dismissing a compliment may make the person giving the compliment feel rejected and reduce rapport.

2 Regard for Others



Definition: The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

Interpretation

Your Regard for Others score was high compared to the comparison group. Regard for Others lies at the heart of effective behavior and getting the best from people. Demonstrating Regard for Others will help you build trust, work collaboratively and create effective working relationships. By displaying Regard for Others, people will likely feel valued and their regard for themselves will increase. Your tendency to be less judgmental of others will enhance your ability to truly listen and be aware of people's needs and respond appropriately. Cultivating and maintaining a positive attitude towards people will support you in displaying compassion and humility. If your goal is to inspire high performance, then it is critical to continue to show Regard for Others and pay attention to their needs so that they feel significant and motivated.

Your key descriptors

Listen well, pay attention and respond to people's needs.

Will use praise and personal encouragement to motivate people.

Value people and build strong relationships.

Take time to support and develop people.

Show empathy, care and understanding towards others.

Building and managing strengths

- Continue to listen carefully to people's motivations and delegate work that will develop their full potential.
- Use your warmth, caring nature and enthusiasm towards people to inspire them to reach beyond their comfort zones.
- Be sure to look after your own needs as well as those of others, if you make too many sacrifices you may start to resent people and feel that they have taken advantage of you.
- Continue to demonstrate your natural compassion towards people even when you deliver difficult messages or give people feedback.

Definition: The degree to which you are in touch with your physiology, feelings and intuitions.

Interpretation

Your Self Awareness score was typical of the comparison group. Self Awareness in Emotional Intelligence terms goes beyond self-knowledge; for example, knowing what you are good or poor at, personal likes and dislikes or typical patterns of behavior. In this case, Self Awareness is the awareness of your physiology and feelings in a given moment in time and an understanding of the impact these have on your thinking and behavior. Your score suggests you have reasonable awareness of your feelings, needs and typical reactions to things. However, there is room for you to develop your Self Awareness further; if you learn to notice your feelings early, then you will be more able to intervene and prevent the feelings from negatively impacting your behavior, for example frustration turning to anger. Likewise, if you learn to notice how you feel under stress you are more likely to learn what causes you stress and how to manage this effectively. Further developing your Self Awareness will provide a firm platform for improving your overall Emotional Intelligence .

Your key descriptors

Tend to understand own emotional responses to different stressors.

Display reasonable awareness of own values and needs.

Sometimes ignore, bottle or compartmentalize emotions.

Display reactive behavior when not managing emotions effectively.

Could develop better use of intuition to support decision making.

Development suggestions

- Keep a record of your emotional responses. This helps to identify your emotional reactions, which provides a first step to managing them.
- Choose to share your feelings with someone you trust. Talking through your feelings may help you to learn your patterns of behavior and their impact on your personal performance.
- Be prepared to listen to and trust your gut reaction. Next time you make an organizational decision check whether it feels like the right decision as well as if it is logically the right decision.
- Consider how your feelings from yesterday may still be affecting your feelings and/or your behavior today. Ask yourself how this might impact on your personal management style and how others view you.

Definition: The degree to which you are in touch with the feelings of others.

Interpretation

Your Awareness of Others score was typical of the comparison group. This ability is a vital attribute for understanding how to motivate, engage and manage people. Your score on this scale suggests you have a reasonable capacity to understand, empathize and pay attention to the feelings of others. You generally notice people's individual needs and wants and therefore adapt and respond appropriately to them. However, there is room for you to develop your Awareness of Others further as sometimes you may be more inwardly focused and less interested in people. This may result in you sometimes appearing as insensitive, blunt or overly direct. You may have developed an attitude towards some people of 'I already know' or 'I don't need to know about others', rather than an interest and openness to finding out. Underlying an Awareness of Others is an appreciation for and valuing of individual differences. You may also want to further enhance your level of interpersonal sensitivity and empathy which are essential for building relationships, team-working, handling conflict, motivating and influencing others. Further developing your ability to read people could make a considerable difference to your success in managing change and influencing people.

Your key descriptors

Generally pay attention to and show interest in others.

Reasonable understanding of individual's motivations and needs.

Sometimes lack tact, interpersonal sensitivity and empathy.

Not always aware of the impact you have on others.

May occasionally form assumptions about others which are inaccurate.

Development suggestions

- When exploring how a person is feeling about a situation, reflect this back to them so as to demonstrate that you have listened and to check the accuracy of your understanding.
- Seek out opportunities to enquire about what others are thinking and feeling; for example, about a decision during a meeting - are they positive, concerned or excited?
- Increase your empathy by imagining yourself in the other person's position and openly acknowledging their feelings during the conversation.
- During conversation, observe body language and tone of voice; notice how people talk to you and their facial expressions. Subtly mirror body language to build rapport.

Definition: The degree to which you are able to pick yourself up and bounce back when things go badly for you.

Interpretation

Your Emotional Resilience score was typical of the comparison group. Inevitably in work and life there will be challenges, set backs and pressures to deal with. Your score suggests you may cope well with day to day challenges but struggle more when under significant pressure. Under these situations you may feel despondent, exhausted or stressed. You may also be unforgiving towards yourself, a perfectionist, sacrifice too much of yourself to work and fail to engage in enough recovery time or renewal activity to sustain your personal effectiveness. Under less stressful situations you may be effective at applying your inner resources to cope with the demands of work and life. For example, you are more likely to learn from failure than let it get you down, think through problems rationally, look for and find solutions to challenges. Cultivating the habits of mind, body and behavior that enhance Emotional Resilience will help counter the effects of stressful roles and create resilient performance.

Your key descriptors

Generally positive about your capacity to cope with situations.

Usually see mistakes as learning opportunities.

May become despondent with repeated setbacks.

Sometimes exaggerate problems.

Can take a while to bounce back from disappointments.

Development suggestions

- If you are feeling the effects of stress on your physical health, particularly if you are living an unhealthy lifestyle, look after yourself physically, for example through exercise and nutrition.
- Ask for support from a trusted individual. Talk through your concerns to gain a different perspective and establish a rounded view of the issues.
- Distract yourself from stressful situations temporarily by doing a physical activity, such as go for a walk, have an informal conversation or breathe deeply with your eyes closed for twenty seconds.
- Attempt to understand what causes you negative stress by writing down those situations in which you felt under pressure. Note down how you reacted and the events leading up to the stressful situation. You may then choose to ask for help or delegate during these situations.

Definition: The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

Interpretation

Your Personal Power score was typical of the comparison group. People displaying high Personal Power recognize what they can influence, continually exercise choice in their actions and decisions, accept accountability, feel self-determined, empowered and in control. Your score suggests that you have a reasonable sense of self-determination and responsibility for what happens around you and for creating your future. However, there may be times such as when you are under stress, when you doubt yourself and feel less confident in your ability to influence things. Feeling confident and able to make a difference is often tied up with our expectations. If you have a tendency to set the bar too high you may feel like giving up or if you set it too low you may become bored. There may also be a few aspects of your work where you feel less empowered. Be careful in these areas not to externalize responsibility; for example, being critical of others for failures, not acknowledging your own successes or avoiding accountability. Extending your Personal Power so you feel empowered and self-assured in all aspects of your work will help you further develop your self-determined behavior.

Your key descriptors

Takes reasonable control and accountability for own decisions and actions.

Usually self-assured and know how to get the result you want.

May seek out some opportunities for wider responsibility.

May lack confidence to influence certain situations.

Can feel disempowered and frustrated by perceived constraints.

Development suggestions

- When there appears to be no choice, stop and challenge yourself to identify at least three options that have desirable consequences. If you find it difficult to identify clear options, elicit advice from someone who can help.
- Note down every time you start a sentence with 'I should' or 'I must'. Consider replacing 'should' and 'must' with 'will' or 'responsible for', then begin to action the statements.
- Recall a time when you felt empowered for taking on responsibility, not just organizationally but also socially, physically and mentally. Remind yourself of this when faced with challenging situations.
- Explore the option of getting involved in slightly more challenging work that will stretch you and increase your confidence and capability.

Definition: The degree to which you relate your behavior to long-term goals.

Interpretation

Your Goal Directedness score was typical of the comparison group, suggesting that most of the time you know what you want and have a sense of purpose and direction to get there. Being goal directed may help you to keep your goals in mind, so that what you do moves you towards rather than away from your goals. However, it may be that during busy periods and times of stress you become distracted by competing priorities and do not achieve what you set out to do. Distractions may come from within yourself, for example you may lose attention, be impulsive or be constantly seeking something different. Alternatively, distractions may be external, for example you may focus more on meeting the needs of others at the cost of meeting your own needs. Being goal directed is an important element to being satisfied and motivated in your work life, as knowing what you want is the first step to making it happen. Continuing to develop your Goal Directedness will enable you to create a compelling set of personal aims that are intrinsically motivating and provide a personal compass for focused effort and future personal development.

Your key descriptors

Clear on most of your personal wants and goals.

Engage in some long-term thinking and future planning.

Can sometimes be distracted, impulsive and lack concentration.

At times may overly focus on achieving the goals of others.

May lose sight of broader aims and purpose when under pressure.

Development suggestions

- Put strategies in place for success, for example planning ahead, setting targets and having clearly defined objectives. Set realistic time frames to help you move towards your goals. Make the goal specific and ensure it is something you are personally motivated to achieve.
- Draw upon other personal qualities you may have to develop your Goal Directedness, such as perseverance, focus, self-discipline, inner conviction and a will to succeed.
- Make others aware of your goals and write them down. These two actions will make them more real, tangible and likely to happen. Work out what is really important for you, what your values are and what you want to achieve in the next five years.
- Recognize and try to avoid short-term distractions, for example find somewhere quiet to work, away from people who might distract you. Set yourself short periods of concentration time followed by a break.

Definition: The degree to which you feel free to adapt your thinking and your behavior to changing situations.

Interpretation

Your Flexibility score was typical of the comparison group. Different people and situations require different interpersonal styles; therefore the capacity to be flexible is an essential requirement in the workplace. Your score on Flexibility suggests you adapt to some extent but may become more rigid when under pressure. On these occasions you may be less willing to move outside your comfort zones and try new ways of doing things. This may limit your ability to adapt appropriately to change or new working environments. If you adopt an overly rigid approach when interacting with people you will likely meet with resistance, which will limit your ability to influence and motivate people. When you are under less pressure you may show greater Flexibility in your interactions, demonstrate appreciation for others' viewpoints and be willing to explore alternative perspectives. Not only will this result in people feeling that they can contribute and are valued, but your team is likely to explore ideas and options more fully. Self-development involves continued personal change and development. Improving your Flexibility will help assist you in significant and rapid personal growth.

Your key descriptors

Usually willing to explore options and experiment.

Able to change or adapt personal ways of working when required.

Will sometimes stick to own preferences rather than situational requirements.

May be slower to innovate or embrace new ideas.

May be less flexible and stay within own comfort zones when under pressure.

Development suggestions

- Before making a decision or reacting to a proposed organizational or role change, spend a few minutes considering alternative ways of responding.
- Consult the views of others and consider each opinion and suggestion from the perspective that it could be the best way forward. Also consider the advantages for the change.
- Check that you are not rejecting change for the wrong reasons such as a fear of the unknown, feeling outside of your comfort zone or stuck habits.
- If you find changing your behavior difficult, start with small changes which hold no risk; for example, move your watch from the wrist you normally keep it on to the other for a few days. Notice your initial reactions and the time it takes for you to feel comfortable.

Definition: The extent and ease with which you are able to make significant connections with other people.

Interpretation

Your Connecting with Others score was high compared to the comparison group. Your ability and willingness to build strong relationships and networks is an important part of sustainable effectiveness. Evidence shows that strong relationships boost job satisfaction, improve job retention and increase creativity. Your high score suggests that you invest time and energy into maintaining and developing your relationships; you are open in sharing your thoughts, values and ideas and are prepared to express your feelings and vulnerabilities. It is this willingness to take down your guard, to be spontaneous, to listen and show others' appreciation that will help you build close and trusting relationships. Connecting with Others is about both the depth and breadth of your relationships. You likely have an established network that you can draw upon to help you to make useful contacts and be aware of issues. Continuing to invest time and energy in strengthening your connections with people will help you to build trusting relationships, create effective networks at work, gain people's support in times of need and generally enhance the quality and depth of your relationships.

Your key descriptors

Confident and comfortable engaging with people.

Invest time and energy into building and maintaining relationships.

Open with people, being prepared to acknowledge feelings and express vulnerabilities.

Listen to people and show appreciation toward them.

Quickly form close connections and trusting relationships.

Building and managing strengths

- Identify which area is stronger for you - 'depth' or 'breadth' of relationships. Experiment in developing the area that is least strong.
- Seek feedback from others on how you come across to people. Are you sometimes too open and make yourself too vulnerable with others? Are you sometimes seen as being overly informal with people?
- Challenge yourself to use your natural ability to make effective connections with people in all areas of your work that require good people skills; for example, team working, stakeholder management, customer relations, negotiations, network, mentoring and mediation.
- Develop more advanced skills in Connecting with Others, such as making a conscious effort to identify the emotions behind someone's comments and reflecting them back.

Definition: The degree to which you invite the trust of others by being principled, reliable, consistent and known.

Interpretation

Your Authenticity score was typical of the comparison group. Acting authentically means first being trustworthy and secondly being known as someone who is trustworthy. Your score suggests you are authentic in most situations. However, when under pressure you may become less reliable, inconsistent or may not fulfill your commitments. One explanation for this could be if you have a tendency to try to please others by agreeing to do things that you are unable to deliver. Another aspect to Authenticity is being predictable and known. If people find you to be more difficult to get to know or to read, they may feel less inclined to trust you. In the main, you probably have a reasonable understanding of your core values and principles and act in accordance with these. Most of the time what you believe matches what you do, you remain true to your values and you can be relied upon. However, when managing others there may still be opportunity for you to develop this further. By consistently behaving in line with your values and principles people will more likely feel comfortable in working alongside you.

Your key descriptors

Usually reliable and can be depended upon.

Have integrity, guiding values and principles.

May change direction too readily in an attempt to meet others' expectations.

Some people may find you difficult to know or hard to read.

May sometimes over-commit on what you can deliver.

Development suggestions

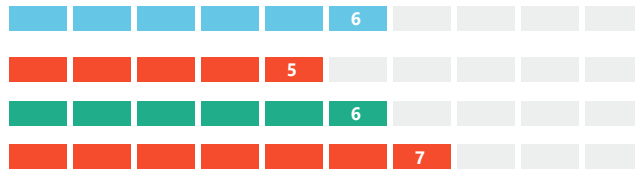
- Continue to keep your beliefs, feelings and aspirations aligned, ensuring that you are acting with integrity and Authenticity. You may find it helpful to talk to someone else to help you do this.
- Ask a range of people who experience you in different settings whether you are consistent and reliable with them in all situations. Ensure that you extend your reliability to all people in all situations. Ask them what they would like you to do to improve on this even further.
- Be reliable and keep your promises, only agree to deliver on things if you have made an assessment of your workload and priorities to ascertain how achievable it is.
- Being authentic sets a good example to others. Create a team and work environment where others also act responsibly and honestly.

11 Trust

Mistrusting

Carefully Trusting

Over Trusting



Definition: Your tendency to trust others.

Interpretation

Your Over Trusting score was high compared to the comparison group. Trust is a key component in developing collaborative and supportive relationships. Your scores suggest that you have a tendency to Trust others without fully checking whether the Trust you place in them is well-founded. For example, you may have a tendency to overlook past evidence that someone has continually let you down. Placing your belief and Trust in others is a powerful way to inspire them; however there are limits. It is important to recognize what level of Trust to place in different people. You may have a tendency to give people a lot of freedom to develop their own ways of working, so much so that they actually feel the need for more guidance and structure. Additionally, you may not adequately protect your own interests or inadvertently allow people to take advantage of you. There are a number of reasons for developing an Over Trusting approach to others. Sometimes we over-trust people because it feels uncomfortable to express doubts or set delivery parameters. Alternatively, you may assume that others are more competent than you are. However your Carefully Trusting score suggests you have the capacity to accurately assess people's ability to deliver and set stretching but achievable targets. Displaying the correct amount of Trust in others will help you create a positive and reassuring work environment of mutual Trust and respect.

Your key descriptors

Readily place belief in others' abilities.

Accepting of people and tend to see the best in them.

Prefers to leave others to decide how to deliver work.

May avoid or feel uncomfortable challenging others.

Can delegate responsibility appropriately when required to do so.

Development suggestions

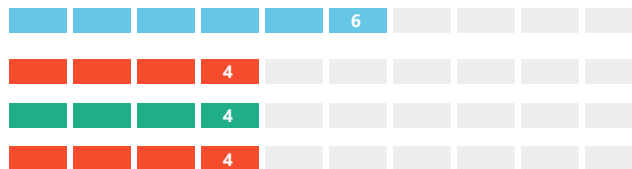
- Combine your subjective view with objective information before making a decision about how much Trust to place in people. Identify what is factual and what is more hopeful.
- If you have doubts about a person's ability to deliver, offer support and ask questions early.
- When coaching and managing others use the appropriate level of challenge to enable them to deal with difficult situations, learn, grow and improve.
- Check whether you have provided people with the right information and communicated your expectations accurately and clearly before assuming they will deliver.

12 Balanced Outlook

Pessimistic

Realistically Optimistic

Over Optimistic



Definition: How well you manage to balance optimism with realism.

Interpretation

Your scores on all three scales were low compared to the comparison group. This is difficult to interpret and may suggest you did not identify strongly with the questions. Look at the Item Analysis section at the end of the report to review your responses. In the absence of scoring high on either Pessimistic or Over Optimistic, you may by default tend to be more Realistically Optimistic. Research confirms that those who are Realistically Optimistic enjoy greater success in their work, relationships and have significantly improved well-being. If you are more realistic you may tend to be positive in your expectations and general view of situations, while at the same time balancing this with a sense of reality. Expectations may become self-fulfilling i.e. if you anticipate good results, you are more likely to experience them. Importantly, you are unlikely to ignore what may go wrong and balance optimism with a sense of realism for what is possible. Such a Balanced Outlook will help you set aspirational but achievable goals and your positive outlook, motivation and confidence will positively impact on others. You are also likely to check assumptions and facts and look for contradictory evidence, which will help to improve your overall judgment and decision-making. In the workplace, inspiring and motivating people to follow you by projecting a positive view of the future combined with a realistic plan of how to get there, is important. Balanced Outlook is an important attribute to develop in order to shape the way you and other people view the future in a positive and meaningful manner.

Your key descriptors

Demonstrate sound judgment and decision-making.

Keep problems and difficulties in perspective.

Set stretching but achievable goals or expectations.

Accurately assess if ideas will work in practice.

May sometimes be less enthusiastic or encouraging of others.

Development suggestions

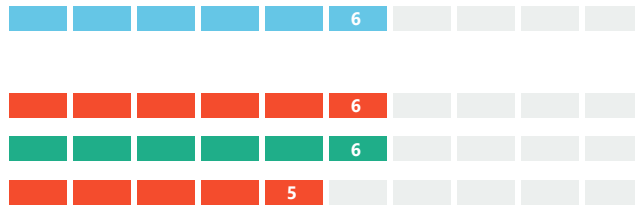
- Use your sense of realism to provide balance and guidance to others who may be Over Optimistic or Pessimistic.
- Notice when your frame of mind is affecting your perception. Engage your ability to be realistic and separate out your subjective feelings from objective facts.
- Continue to use your realism to make concrete connections between organizational vision and operational delivery. Help others translate long-term goals into workable action plans.
- Your low scores indicate that your Balanced Outlook may be inconsistent. Consider what circumstances, for example under pressure, cause you to become more Pessimistic or Over Optimistic.

13 Emotional Expression and Control

Under Controlled

Free and in Charge

Over Controlled



Definition: The degree to which you are emotionally controlled.

Interpretation

Your scores on all three scales were around the mid-point. Being expressive and passionate can be a real asset, especially when motivating or influencing people. However, there are also times when it is necessary to manage your emotional expression, particularly as people can sometimes find strong displays of emotion unsettling. Your score suggests that you may on occasions suppress your emotions (Over Controlled). This may appear to others as lack of warmth, less responsiveness to their needs and people may find it difficult to gauge your true intentions. Suppressed emotions may eventually build up and be released with little self-control (Under Controlled), in the form of emotional outbursts and displays of frustration or anger. Your average score on Free and in Charge suggests that, when you choose to do so, you have the capacity to get the balance right between emotional expression and control. On these occasions you are more likely to recognize feelings early and express them gradually, before they become unmanageable. Learning to effectively express emotions with skill and control is an important element of building good relationships and inspiring others.

Your key descriptors

Fail to notice emotions until they become too strong to control.

Demonstrate less self-control and may over-react.

May appear uncomfortable when others display emotion.

Experience frustration or anxiety when expressing own emotion.

Have the capacity for emotional maturity and expressions when necessary.

Development suggestions

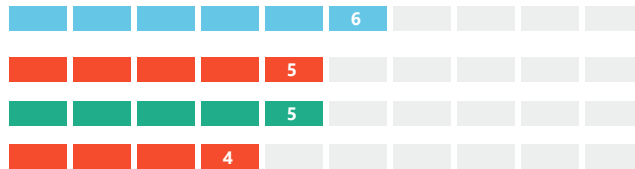
- Make a conscious effort to notice emotions when dealing with others and situations. Make sure you acknowledge the emotions of others and demonstrate your passion. For example, overtly state your commitment and show encouragement to others.
- Identify which situations can cause a strong emotional reaction in you. Notice your feelings early; for example, frustration before it becomes anger and anticipation before it becomes anxiety.
- If you are prone to emotional outbursts, recognize when this has been inappropriate. When you feel calm, be prepared to make appropriate reparation or an apology.
- Find opportunities to safely and gradually express your feelings more often, starting with feelings and situations you find more comfortable. Record the differences this makes to improving your relationships and achieving your goals.

14 Conflict Handling

Passive

Assertive

Aggressive



Definition: How well you handle conflict.

Interpretation

Your scores on being Passive and Assertive were both slightly higher than your Aggressive score. People are different and want different things, therefore managing conflicts and asserting yourself is an inevitable part of work and life. Your scores suggest that you are usually quite effective at managing conflict and acting assertively when you choose to do so. There will be occasions where a job role will require you to assert your views strongly and deal with opposition, or seek compromise and work collaboratively. Your scores suggest that you manage to stand up for what you want without undermining others, balance the needs of others with your own and create mutually beneficial outcomes from confrontation. Your slightly higher Passive score suggests that some of the time you can be overly accommodating or less inclined to assert yourself. You may, for example, be tempted to ignore problems or take on extra work, rather than risk confrontation. Continuing to develop your Conflict Handling and assertiveness skills will enhance your ability to negotiate, maintain relationships, deal with confrontation and collaborate.

Your key descriptors

Usually comfortable communicating and expressing own needs.

Seek to understand others' needs and take them into consideration.

Deals with poor performance or confrontation in an assertive and respectful manner.

Less inclined to express anger.

Sometimes avoid conflict and find disagreement uncomfortable.

Development suggestions

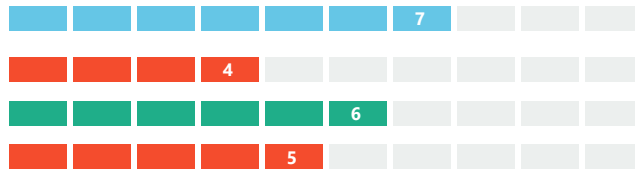
- Enhance your management skills by adapting your style of assertiveness to suit different people or situations. For example, some may respond better to direct instructions, others to being guided, and some may prefer to negotiate.
- Develop other negotiation skills; for example, when to push and when to back down, what questions to ask, how to build trust and how to construct a business case.
- If you feel uncomfortable about disagreement or asking people to do something for you, prepare what you are going to say first and keep it short and to the point.
- Most people feel uncomfortable giving feedback, yet often the person receiving it is more able to deal with it than we expect. If you tend to avoid addressing issues, don't make excuses and deal with them early.

15 Interdependence

Dependent

Interdependent

Over Independent



Definition: How well you manage to balance taking yourself and taking others into account.

Interpretation

Your score on Interdependent and Over Independent were slightly higher than the other scale. Work performance is a collective endeavor; therefore, it is vital that you work alongside others effectively. Your scores suggest you are mostly comfortable collaborating as part of a team as well as working independently, taking responsibility and having courage in your convictions. The capacity to flex between working with others and acting independently is an important but challenging aspect of teamwork. On one side, it requires the ability to work collaboratively, be part of a team and seek advice. On the other, it involves being willing to take unpopular action, having the confidence to make tough decisions, being willing to be in the minority and being able to work independently when required. However, you may on occasions, such as when under pressure, become too self-sufficient and independent. The effect of this could be that you take too much on yourself, inhibit others by making decisions for them, do not fully consider how your actions will impact others, show a lack of appreciation towards others' contributions, become isolated from your team or find it difficult to work in collaboration with people. Continuing to develop the capacity to work interdependently is necessary for effective leadership, teamworking, collaboration and building effective relationships.

Your key descriptors

Value others' contributions and fully consider their perspectives.

Usually work effectively as part of a team.

Comfortable making own decisions and relying on self.

Take responsibility and act decisively.

Under pressure may become too self-sufficient.

Building and managing strengths

- If you find that others are becoming Dependent on you and constantly seeking solutions from you, encourage them to generate their own ideas first.
- Create a team environment where generating ideas and solutions is encouraged; where ideas are welcomed without criticism, ridicule or risk.
- Help those who find it more difficult to take responsibility by delegating to them and supporting them.
- Despite your higher Interdependent score, you may also have a tendency to become too self-sufficient at times. Notice what causes you to become more detached from others.

Definition: The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.

Interpretation

Your Reflective Learning score was typical of the comparison group. Research has overwhelmingly found that the highest performers are lifelong learners; learning to feel, think and behave differently based upon experience and changing circumstances. Your Reflective Learning score was in the middle, suggesting that you reflect from time to time upon your experiences and that you may have a personal but flexible commitment to self-development or raising your own self-knowledge. Reflective Learning is an important factor in helping you develop your Emotional Intelligence. It will enable you to become more aware of yourself, to understand your strengths, your development areas, what helps you to perform at your best and what hinders your performance. You may be quite effective at taking learning from past experiences and adjusting your behavior to new situational demands or keeping your personal and professional development up-to-date. In order to remain an effective performer it is important to continue to develop the attitudes and skills of lifelong learning and fully engage in your own personal and professional development.

Your key descriptors

Aware of what to develop and how.

Open to developing or broadening skill set.

Reasonably adaptive to changing circumstances.

Receptive to constructive feedback.

Recognize the benefits of personal development.

Development suggestions

- Build a more accurate picture of your strengths and development areas. Actively seek feedback from your boss and colleagues, undertake a 360 feedback process and ask people for their views.
- Show others you take your development seriously; lead by example, state your development areas, make time to develop your strengths and close important development gaps.
- Become clearer and more focused on your development goals; identify what the next one or two levels above look like, find a success profile against these roles and accurately assess yourself against these requirements.
- When you reflect upon your experiences, go further and consider what triggered the event. Is there a common theme? How would you prepare differently next time? Does your current behavior reflect an underlying attitude? Challenge yourself, what would you need to think, feel or do differently to get a better result?

Your item analysis

The item analysis lists all the items in the questionnaire. These are divided into three sections:

- These are items that you rated yourself **Low** on (scores **1** and **2** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.
- These are items that you rated yourself **Average** on (score **3** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.
- These are items that you rated yourself **High** on (score **4** and **5** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.

The purpose of these items is to help you understand your profile scores in more detail. Your profile scores are purely a reflection of your answers to the questionnaire. Only you know why you gave the response you did. If your response is in the **red zone** then consider how this may block your effectiveness. If your response is in the **green zone** then consider how this may be used to enhance your effectiveness.

Attitude

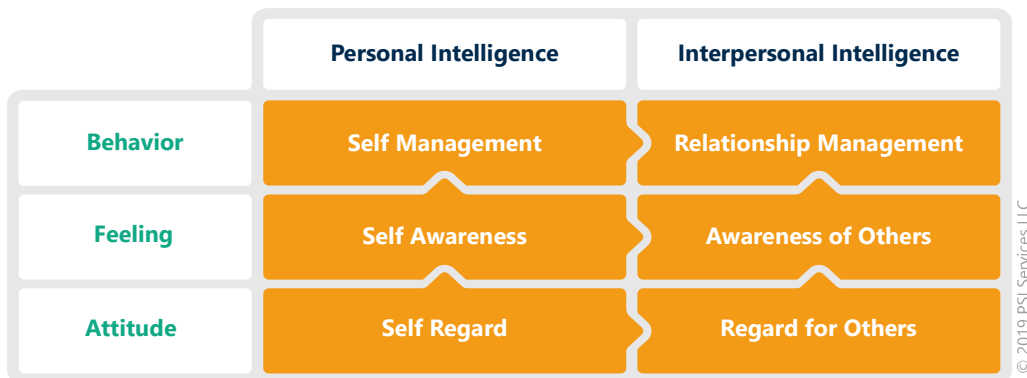
| Scale and Response | Item |
|--------------------------------------------------|-------------------------------------------------------------------------------|
| No items listed | |
| Scale and Response | Item |
| Self Regard Neither agree nor disagree | I worry about my shortcomings. |
| Scale and Response | Item |
| Self Regard | |
| Agree | I am happy with where I am in life. |
| Disagree | I tend to put myself down with negative self-talk. |
| Disagree | I often need encouragement to feel okay about myself. |
| Strongly agree | I am very happy with myself and who I have become. |
| Disagree | I am prone to feelings of self-doubt and insecurity. |
| Disagree | I need to change some things about myself if I am to be happy. |
| Regard for Others | |
| Disagree | Some people tend to find me somewhat judgmental and unsympathetic. |
| Agree | I am sympathetic to a wide range of people. |
| Agree | I feel compassion for others and accept how they are. |
| Agree | I find something to value in everyone, even people I don't particularly like. |
| Disagree | It is hard for me to tolerate some people. |
| Disagree | I tend to be critical of other people. |
| Agree | I find it easy to respect others, even when I don't agree with them. |

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 color 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

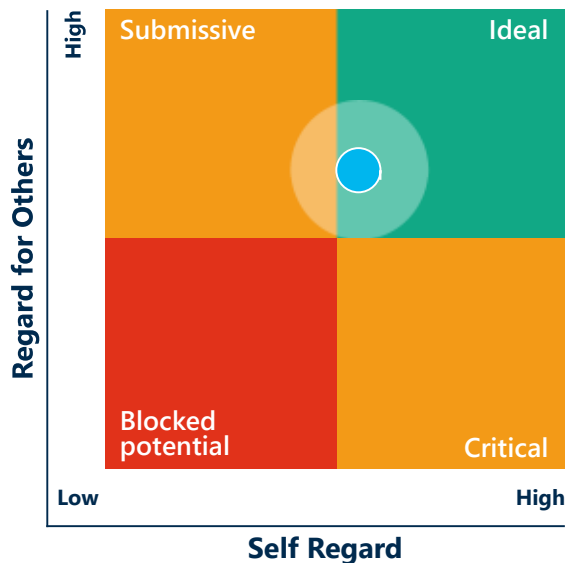
The profile above indicates your view of your own Emotional Intelligence at the time you completed the questionnaire:

- 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 Behavior (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 Attitude summary

The matrix below gives an indication of the balance between your **Attitudes of Self Regard** and your **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 **Blocked potential**, towards the bottom left hand corner.



Ideal

- Positive attitude towards self and others
- 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

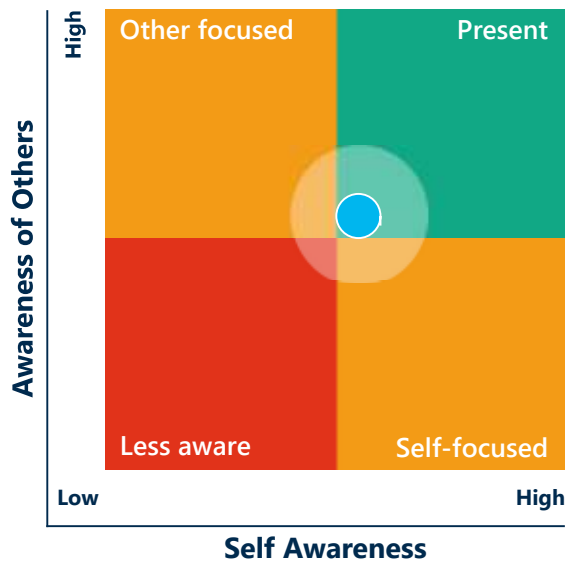
- May be rigid and inflexible
- Possibly defensive
- May feel unhappy and negative
- At times feel resigned and helpless

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 behavior 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 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

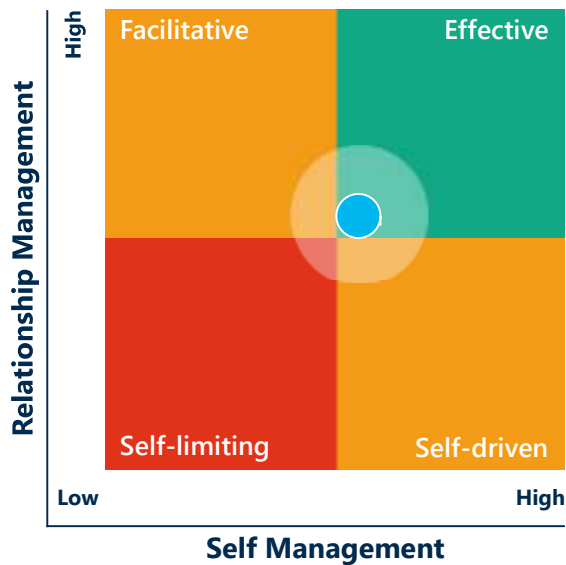
- Can be cool and aloof
- May be emotionally distant
- Less aware of own and others' feelings
- Sometimes unresponsive

Summary description

Your scores for Self Awareness and Awareness of Others both fall near the center 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 Behavior summary

The matrix below shows the balance between your **Behavior** 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 center of the profile. This suggests you are reasonably effective at motivating yourself and managing your behavior 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 behavior 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 development summary

Development suggestions

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

- 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.
- Continue to use your **optimism** to engage and motivate others, however be prepared to look for contradictory evidence, seek the views of others and challenge your own judgment in order to ensure the course of action set is still the right one. If things do not turn out as well as you hoped, keep your disappointment in perspective making sure you take away learning to help you next time.
- Be careful not to be **Over Trusting**. Combine your subjective view with objective information before making a decision about how much trust to place in people. Identify what is factual and what is more hopeful. If you have doubt about a person's ability to deliver, offer support and ask questions early.

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 **Interdependence** with others for effective team working. Help create a team environment where people can learn from mistakes and where ideas are welcomed without fear of criticism, ridicule or personal attack. Also challenge yourself to take on more leadership roles.
- Continue to demonstrate compassion and **Regard for Others**, even when you deliver difficult messages or 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.



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