



EQ360®

WORKPLACE EQ 360

REPORT

John Doe

Rated by: Manager(1), Other Raters(5)

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MARKO

CONSULTING SERVICES INC.

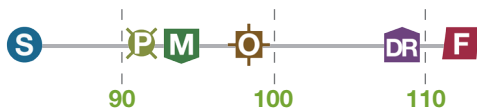


Welcome to your EQ 360 report

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

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

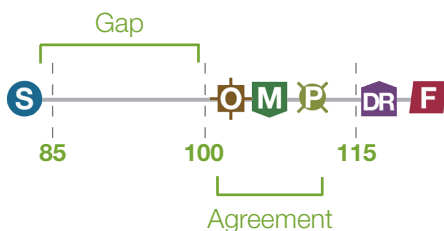
- S** Self
- M** Manager
- P** Peers
- DR** Direct Reports
- F** Family/Friends
- O** Other



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

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

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



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

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

EQ-i 2.0 Model of Emotional Intelligence

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

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

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

SELF-EXPRESSION

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

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

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



DECISION MAKING

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

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

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

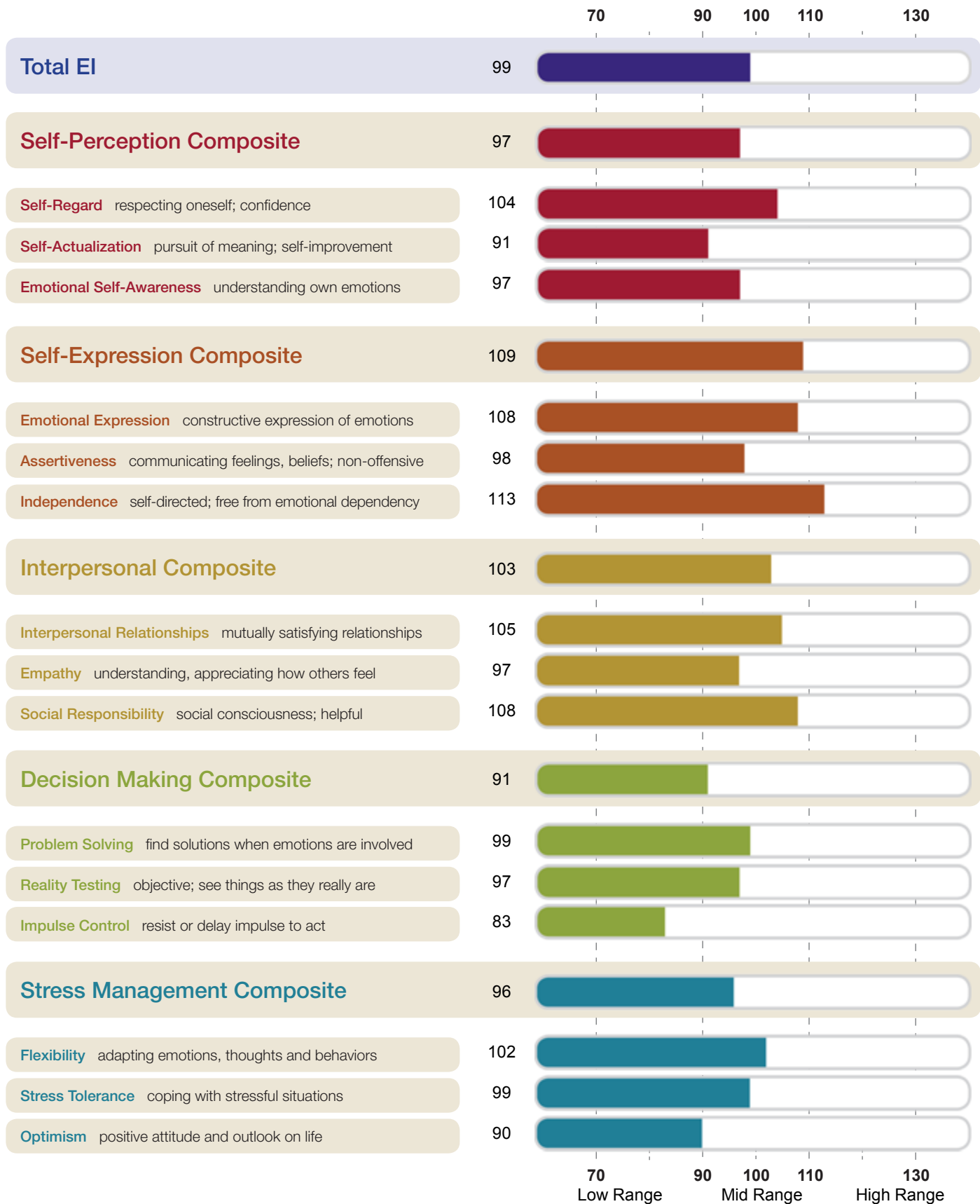
INTERPERSONAL

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

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

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

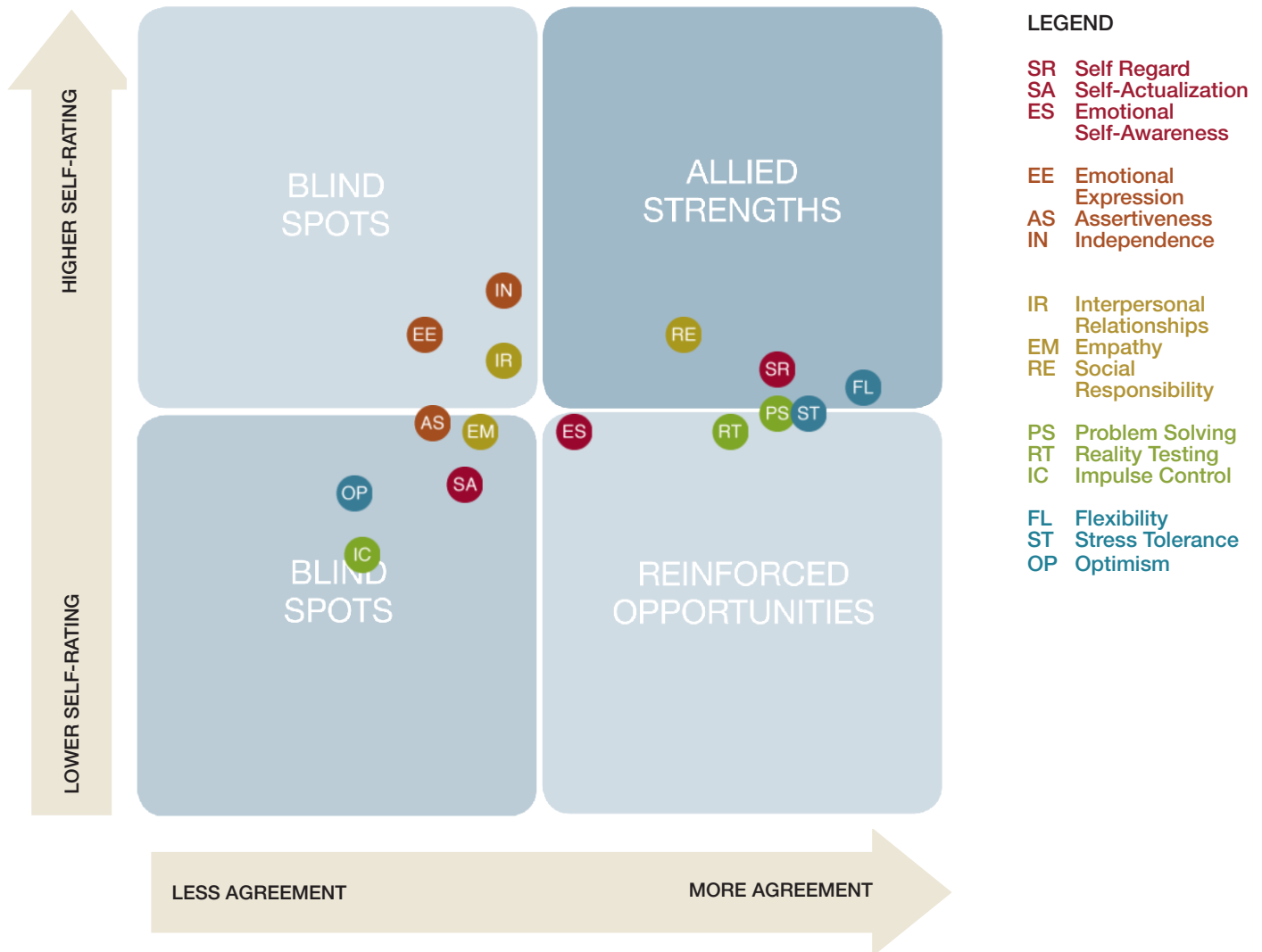
How You Responded: Summary



Profile Gap Analysis

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

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

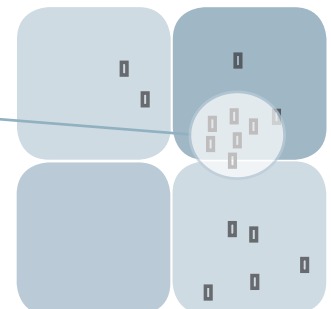


WHAT TO LOOK FOR:

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

WHAT TO LOOK FOR:

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

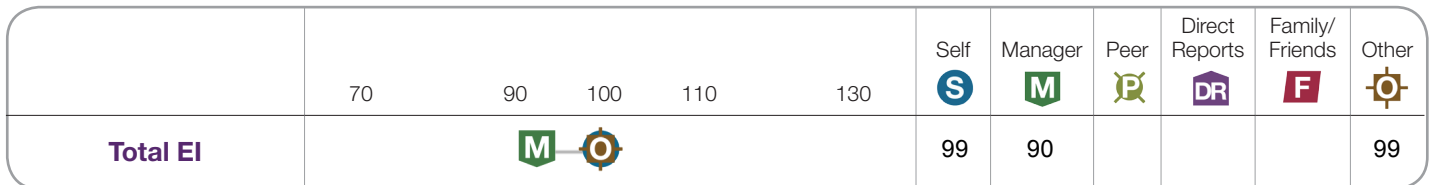


How You and Your Raters Responded: Summary

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

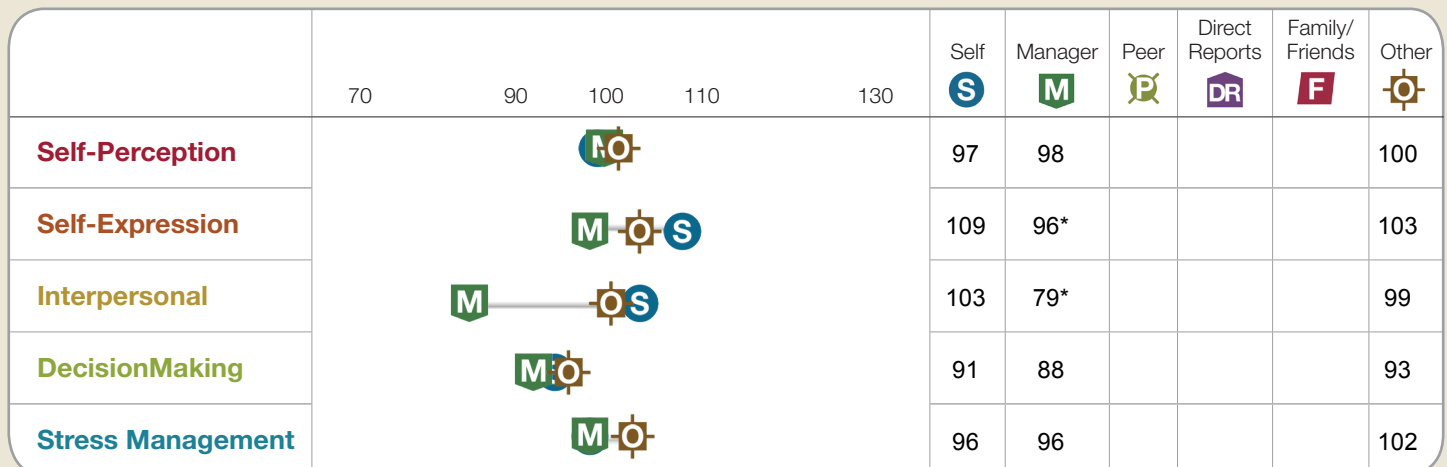
Total EI:

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



Composite Areas:

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



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

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

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

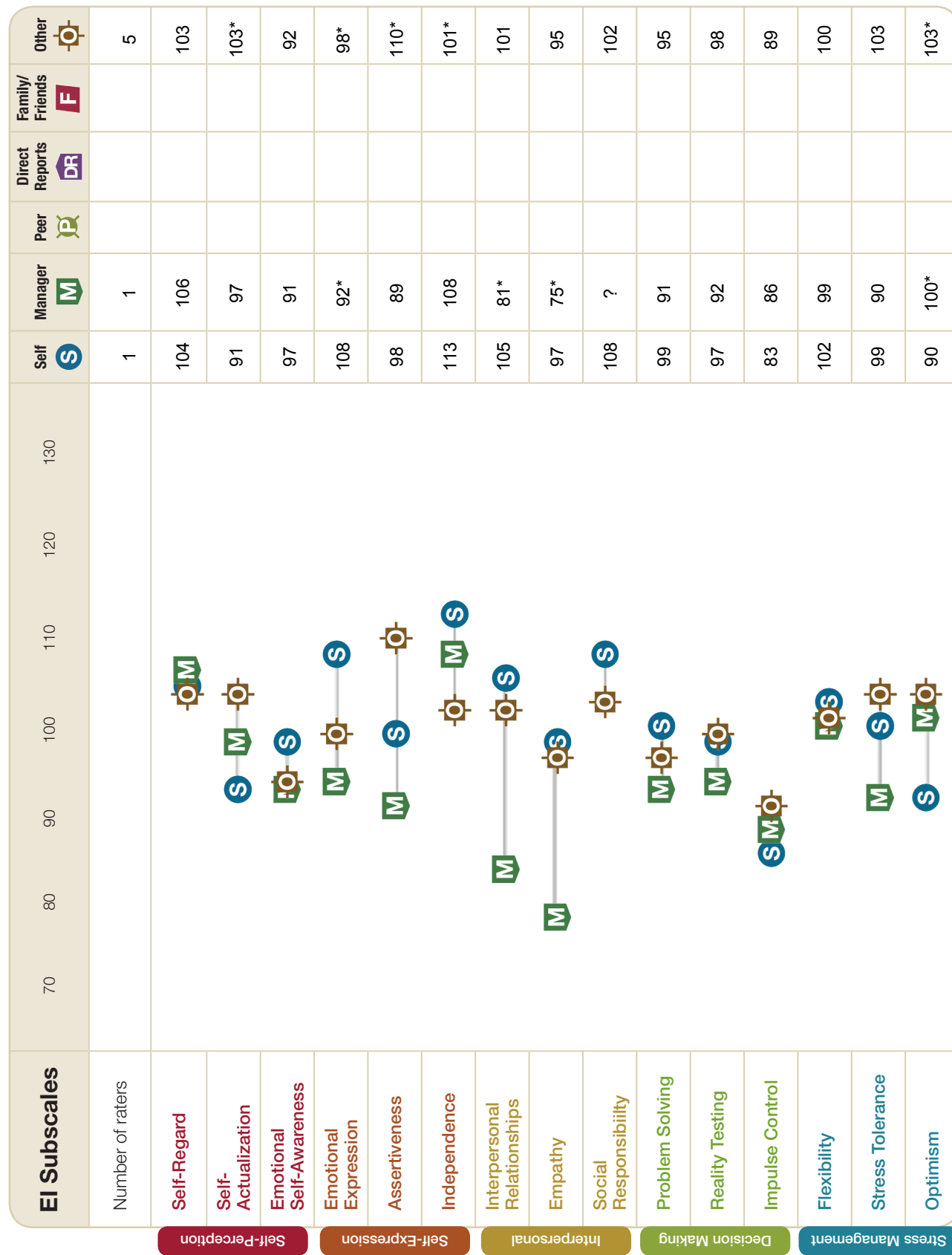
Interpersonal. The Interpersonal composite includes subscales which measure your ability to develop and maintain relationships based on trust and compassion, articulate an

understanding of another's perspective, and act responsibly, showing concern for others, your team or your greater community/organization.

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

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

How You and Your Raters Responded: Summary



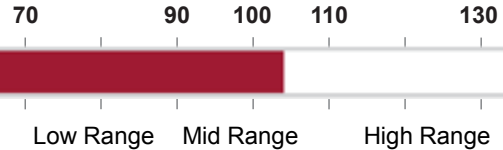
? indicates that a score is not available due to omitted items

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

Self-Regard

Self-Regard respecting oneself; confidence

104



What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. John, your result suggests that you do have a good sense of your own strengths and weaknesses without being overly confident. At times you may experience lower self-confidence; however, you approach most challenges with self-assuredness and a can-do attitude. You may have:

- a reasonable level of respect for yourself, your talents, and your weaknesses.
- a willingness to openly admit mistakes or unfamiliarity with a situation.
- a well-developed sense of identity—you know what you are good at.

Emotional Implications on the Job

Emotional Implications. The emotional implications of self-regard extend further than many people realize. The implications from your result suggest that you are driven to achieve your fullest potential, you show a more positive outlook on your capabilities, and you are likely more confident in expressing yourself than those individuals with lower self-regard.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you insight to reveal hidden talents.

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Identify opportunities to repeat the positive examples provided in your feedback.

Healthy Self-Doubt. To strengthen Self-Regard, it is important to recognize the difference between healthy and unhealthy self-doubt.

- Healthy self-doubt results from knowing and accepting an area of weakness. For example, you are nervous giving presentations, and you know this needs improvement.
- Unhealthy self-doubt results from negative self-talk; there is no evidence that you will do poorly, yet you are convinced you will fail.
- Unhealthy self-doubt prevents you from having stronger Self-Regard. Reflect on what triggers negative self-talk (e.g., stress, feelings of intimidation) and prove it wrong through your actions.

Balancing Your EI

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

Self-Regard(104) Self-Actualization(91)

Your Self-Regard is higher than your Self-Actualization. To balance these components, set goals at a level that is consistent with skill level. There may be an opportunity to reach higher goals, or to more fully recognize achievements when they occur. In doing so, both self-esteem and achievements are promoted.

Self-Regard

70 90 100 110 130

Self-Regard respecting oneself; confidence



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

Overall, there is close agreement between your self-rating and ratings made by others. Your results suggest that across situations you show an established level of self-confidence and satisfaction with who you are. This agreement suggests that in most of your daily interactions your confidence is presented in much the same way; you are unlikely to be extremely confident with one group and less so with others. However, there are likely a few situations (e.g., under pressure) where you appear less confident. It is likely that you and your raters believe that you could benefit from strengthening your self-regard. *What are some projects or tasks where you could demonstrate confidence more frequently to all rater groups? What behaviors are indicative of someone with high self-regard?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	4	4				3.8
Feels sure of self	4	4				4
Doesn't feel good about self	1	1				1
Lacks self-confidence	3	2				1.6
Finds it hard to accept the way he/she is	1	1				1.6
Thinks highly of himself/herself	4	4				3
Respects self	4	4				4.2
Happy with self	4	4				3.8

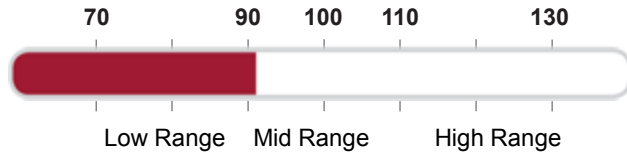
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

91



What You Said:

Self-actualization can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. John, your result suggests that you are passionate about your work and life outside of work and take pride in setting and achieving challenging goals. Although you may believe that you can accomplish more, your result may mean that:

- you place value on training and keeping your expertise sharp.
- you appear to be working or acting with a plan in mind.
- for the most part you believe you are leading a rich and fulfilling life.
- at times you turn on "autopilot" mode, going through the motions of your job without truly striving to excel.

Emotional Implications on the Job

Emotional Implications. Your success, happiness, and life satisfaction can probably be traced back to the fact that most of the time you do what you enjoy. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that your talents are being put to good use.

Strategies for Action

The Small Things we Enjoy. Sometimes you just need to look at your job under a microscope to develop an even deeper passion for what you do.

- Write down some of the things you do in your job that are motivating for you. No matter how small, everything makes the list. Review this list once a week; Monday is usually a good day. Remind yourself that even the small things (like having a client compliment you on your presentation) can push you to do your very best.

Protect Your Time. Since you already know what you're passionate about, you need to protect the time you have scheduled for these activities so they do not fall lower on your list of priorities.

- Block off time in your calendar, well in advance, for those activities you enjoy, especially if they are the vulnerable, non-work related type. Seeing an appointment in your calendar, even if it is for lunchtime yoga, will help you keep your time commitment.

Balancing Your EI

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

Self-Actualization(91) Self-Regard(104)

Your Self-Actualization is lower than your Self-Regard. To balance these components, leverage your inner strength and confidence by participating in meaningful activities. Keep your expectations realistic to promote feelings of success. Set and evaluate goals that align with your strengths.

Self-Actualization

70 90 100 110 130

Self-Actualization pursuit of meaning; self-improvement


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

The difference in perspectives between you and your Other Raters could indicate that you see yourself as less accomplished than this rater group does. Bring your self-perception in line with how others see you by taking some time to reflect on your accomplishments and contributions both to your organization and your community in general. One other possibility to note: it might seem to your colleagues that your achievements have more personal meaning than you know to be true. Are your goals significant to you, or are they mainly driven by others? *Viewing your accomplishments from the standpoint of your Other Raters, what do you think they would say are some of your most notable achievements? Do you agree?*

Closest Agreement

The rater group that agreed most closely with your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

You and your Manager(s) agree that you are usually self-motivated and driven to accomplish meaningful goals. This consistency in ratings means that you and your Manager(s) believe that you have something to contribute, but that you could benefit from showing a greater drive to reach more challenging goals and greater enrichment in your work and personal life. Self-Actualization is a continuous process, and improvement can always be made. John, continue to expand your interests and contributions in your personal and professional worlds, and seek tasks that make good use of your natural abilities. *How can you ensure that your goals and contributions are in line with the expectations of your Manager(s)?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	4	4				4.2
Has something to contribute	4	3				4.2
Seeks enriching experiences	3	2				3.2
Self-motivated	3	4				4
Makes good use of abilities	3	4				3.6
Strives to be the best he/she can be	3	4				4.6
Driven to achieve	3	4				4
Makes life meaningful	5	?				3.8
Looks for ways to improve	3	4				4

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

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Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

97

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. John, your result indicates that you are in touch with your emotions and that you manage them in a way that is healthy for you and your relationships at work. It is likely that you:

- have a solid read of your inner self—you can describe and manage the emotions you are experiencing.
- are aware of how emotions impact team morale, collaborative relationships, and individual performance.
- still have a few emotions that make you uneasy or are difficult to fully understand.

Emotional Implications on the Job

Emotional Implications. One of the implications of recognizing your emotions and their triggers is that for you, experiencing an emotion is the result of a cause-and-effect relationship. You know when and why an emotion will be triggered and you know how to use that emotion to your benefit. You are usually in tune with the physiological sensations of emotion, but there may be some emotions that continue to slip by unrecognized.

Strategies for Action

Cause and Effect. Your strength in identifying a cause-and-effect relationship for your own emotions can be leveraged to predict others' emotional reactions.

- The next time you are in a meeting ask others, "How do you feel about this direction?" or "What is your gut telling you about this decision?"
- Identify the causes of your colleagues' emotions and how their emotions impact their buy-in to a decision. This will help not only to show that you care about others' feelings (empathy), but to give you the information you need to predict how colleagues will react in the future.

Leveraging Emotions. Although you understand emotions quite well, you can always work on refining your ability to adopt the right emotion at the right time. People with strong emotional self-awareness are able to bring on emotions in themselves that will help them with the task at hand.

- Experiment with different techniques and mediums to make you feel a wide range of emotions (e.g., somber, happy, angry, creative, or peaceful). Putting yourself in a slightly somber mood can help you focus on analytical tasks, while being happy will help you with brainstorming or creative tasks.

Balancing Your EI

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

Emotional Self-Awareness(97) < **Emotional Expression(108)**

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.

Emotional Self-Awareness

70 90 100 110 130

Emotional Self-Awareness understanding own emotions


Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

There is agreement between you and your raters on your level of Emotional Self-Awareness, suggesting that you pay attention to your emotions less than the average person. This consistency between how you and those around you view your emotional self-awareness has positive implications; your understanding of your emotions is observable to the people you work with and you probably know when your emotions have gotten the best of you. While you may be in tune with some emotional triggers and resulting physiological sensations, there are likely other emotions that you are less comfortable with or that are less recognizable to you. You and your raters would likely agree that there is room for improvement in your understanding of your emotions. *What cues can you look for, in both yourself and others, to determine when your emotions have gotten the best of you? What skills can you leverage from situations where you have a solid understanding of your emotions to apply to emotions with which you are less comfortable?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	4	2				3
Aware of how own mood impacts others	4	3				2.2
Knows what triggers own emotions	3	2				2.2
Aware of own feelings	4	4				3.2
Recognizes when he/she is upset	4	4				3.4
Understands how others' emotions affect him/her	2	3				2.8
Knows which emotions affect his/her performance	4	2				3.4

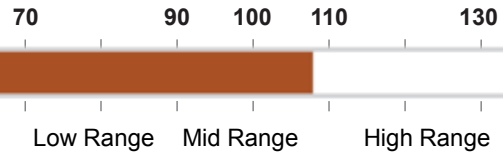
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Emotional Expression

Emotional Expression constructive expression of emotions

108



What You Said:

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. John, your result portrays someone who is emotionally expressive, bringing your true feelings to the surface with relative ease. Sharing your emotions with others, as you do, helps you achieve your goals and builds stronger relationships with your colleagues. Consider the following characteristics of your result:

- you are comfortable expressing many emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- on a few occasions, you may have difficulty articulating or sharing certain emotions; the right words or expressions may elude you.

Emotional Implications on the Job

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You typically act on the emotions you experience; however, there are a few emotions or circumstances where you do not feel comfortable being open. You should strive for a more balanced expression of emotions; that way you don't appear to be more comfortable expressing one extreme (e.g., happiness) over another (e.g., sadness).

Strategies for Action

Ask an Expert. Write down a few emotions that you have trouble expressing at work.

- Research them first. Find out what triggers these emotions in you and what prevents you from sharing them openly (e.g., "I feel offended and brushed off when my ideas are not accepted by the team. I haven't said anything because I don't want to disrupt the team's harmony").
- Find someone you know who is quite adept at expressing these emotions. Ask for his/her advice on how to clearly articulate emotion and overcome the fear of emotional expression.

Expression Check-In. Use your skills in empathy, interpersonal relationships, and emotional self-awareness to watch others' responses when you express emotions.

- The next time you express what you feel, pay more attention to how the other person is reacting. Notice their facial cues, the tone of their voice, and their body language; does it match what you would expect? For example, are they as happy as you are about your promotion, or do they appear threatened by the change?
- This check-in will help remind you that expressing your emotions is not entirely about you—it is also about taking care of others while showing them what you feel!

Balancing Your EI

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

Emotional Expression(108) ➔ **Empathy(97)**

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.

Emotional Expression

70 90 100 110 130

Emotional Expression constructive expression of emotions


Low Range Mid Range High Range

What Your Raters Said:

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

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

This person...

	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	3	2				2.6
Easily expresses feelings	4	3				4
Has difficulty expressing intimate feelings	1	2				2.2
Talks to others when sad	2	2				1.6
Difficult to show feelings to others	2	3				2.4
Difficult to show affection	2	3				2.2
Has difficulty describing feelings	2	3				2.2
Hard to smile	1	2				1.8

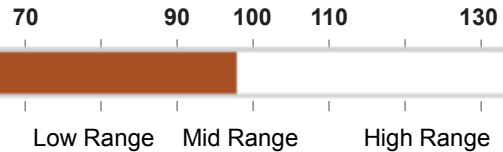
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

98



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

Balancing Your EI

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

Assertiveness(98)

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

Assertiveness

70 90 100 110 130

Assertiveness communicating feelings, beliefs; non-offensive


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

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

Closest Agreement

The rater group that agreed most closely with your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	2	1				2.4
Says "no" when needed	4	2				3.8
Is assertive	3	1				3.4
Says so when he/she disagrees	3	4				4.4
Firm and direct	4	2				4.6
Stands up for own beliefs	4	4				4.8
Tells people what he/she thinks	3	4				4.2

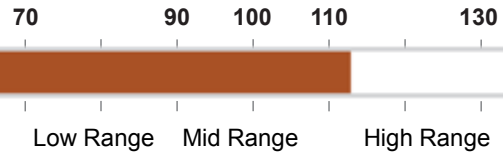
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Independence

Independence self-directed; free from emotional dependency

113



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Independence(113) > Emotional Self-Awareness(97)

Your Independence is higher than your Emotional Self-Awareness. When these components of EI are in balance, you seek feedback from others on your emotions without being overly dependant on that feedback. There are times when it is a good idea to seek a "sounding board," gaining a second opinion on the way you are feeling can enhance your effectiveness.

Independence

70 90 100 110 130

Independence self-directed; free from emotional dependency


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

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

Closest Agreement

The rater group that agreed most closely with your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	1	2				2.2
Clings to others	1	1				1
Easily influenced	2	2				3.2
Prefers job where told what to do	2	2				1
Difficult doing things on own	1	1				2.2
Needs reassurance	2	2				2.4
Needs others	2	1				1.8
More of a follower	1	2				1.8

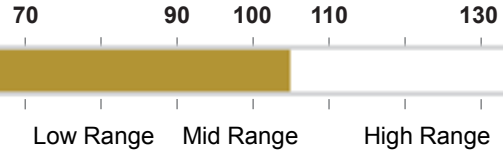
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

105



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

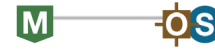
This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Interpersonal Relationships(105) ➤ **Self-Actualization(91)**

Your Interpersonal Relationships result is higher than your Self-Actualization result. Balancing these components means being attentive to important relationships in your life, but not to the extent that you put the needs of others ahead of your own personal objectives. Consider ways that you can leverage your social networks in order to achieve personally meaningful goals.

Interpersonal Relationships

70 90 100 110 130



Low Range Mid Range High Range

Interpersonal Relationships mutually satisfying relationships

What Your Raters Said:

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

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

This gap suggests that your Manager(s) may have higher expectations for your relationships than you do. It is important to examine any differences where others may not experience the same quality of relationship as you do. In the case of your Manager(s), there may be unmet needs or unequal give and take in this relationship, or perhaps this rater group sees a similar situation in the way you interact with others. You need strong relationships to successfully navigate your career. If interactions become strained because people see you as less trusting or approachable, they may avoid sharing information with you or feel little commitment to fulfilling their part of any shared objectives. *Do you treat your relationship with your Manager(s) any differently than you treat your relationships with your other rater groups?*

Closest Agreement

The rater group that agreed most closely with your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

You and your Other Raters agree that you easily socialize, open up to, and connect with people. The consistency between your ratings and the ratings of your Other Raters suggests that you both have similar expectations for how your relationship should be maintained; if there are unmet expectations, it is likely that you are all experiencing them to a similar degree. John, there is still room for improvement. Stronger relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. *How can stronger relationships help you to be more successful in your job? What are some small steps you can take to build these stronger relationships and work together towards achieving mutual goals?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily	5	4				3.8
Enjoys talking	4	4				4.2
Easy to approach	4	3				4.2
Easy to confide in	4	1				3.2
Fun to be with	4	2				3.8
Team player	4	2				4
Is sociable	4	4				4.4
Has good relationships	4	3				4

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

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Empathy

Empathy understanding, appreciating how others feel

97

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

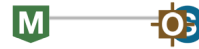
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Empathy(97) ⚡ Emotional Expression(108)

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.

Empathy

70 90 100 110 130

Empathy understanding, appreciating how others feel


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

Your Manager(s) may perceive you to be less empathic than you see yourself. This difference in perspective may be the result of your Manager(s) perceiving your empathy as insincere. It is important to seek feedback from your Manager(s) to determine ways in which you can be more empathic and considerate of their needs. Although internally you may truly care for others, this level of concern may not be entirely apparent in your actions or conversations with your Manager(s). Remember, if others sense that their needs and feelings are not being taken into consideration, they can be left feeling alienated and undervalued, even if you have the right intentions behind your actions. *Why might there be such a difference between your self rating and that of your Manager(s)? Are there examples of interactions with this group that might have come across as less empathic than was intended?*

Closest Agreement

The rater group that agreed most closely with your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

John, you agree with your Other Raters that you are generally appreciative, understanding and compassionate of others' feelings. Although your Other Raters may describe you in this way, it is important to note that there are other rater groups who view your empathy differently than you do. The implication of this is that if you are seen as less sensitive or more sensitive towards certain individuals, you may lose the respect and trust of others. Try leveraging the empathy strengths you do have and apply them to situations where you may not show as much empathy as you could. *Why would your Other Raters agree with your self-rating of Empathy but other rater groups have a difference experience?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	4	2				3
Is empathic	4	2				3.6
Understands the way others feel	4	2				3
Avoids hurting others' feelings	3	2				3.2
In touch with others' emotions	3	2				2.6
Relates to others' emotions	3	2				3.2
Respects others' feelings	4	2				3.8
Sensitive to others' feelings	4	2				2.6
Cares about others' feelings	4	2				3.6

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

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Social Responsibility

Social Responsibility social consciousness; helpful

108

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. John, your result suggests that you are generally altruistic in your efforts and act as a contributing member of the groups to which you belong (e.g., team, company, volunteer groups, community). However, there is always room for refinement as there are likely times when you do not recognize the needs of the larger group. Based on your result, you:

- are socially conscious and generally concerned with others' well-being.
- identify with, and see yourself as part of your team, your organization, and your community.
- feel a sense of fulfillment from helping others.

Emotional Implications on the Job

Emotional Implications. Your level of social responsibility suggests you balance focusing on yourself with a focus on others. This means that you can put your own frustrations and resulting emotions into perspective as you have gained an appreciation for the difficulties others are facing. However, there is still room to grow your emotional experience by helping others in ways you haven't tried before.

Strategies for Action

Your Active Roles. Make a list of all the active roles you assume. Try to come up with roles that are beyond your traditional family and professional titles (e.g., political volunteer, soccer coach, religious devotee, environmental advocate, blood donor).

- Look for areas where you have gaps in your active roles. For example, are you more "socially responsible" at work than you are in your community, or vice versa?
- Create for yourself a new role with a group of people or with a cause that you have not previously engaged in.

Taking the Initiative. Identify two or three charities, nonprofit organizations, or causes to which you feel a connection.

- While brainstorming, record several activities that you can engage in to help at least one of these organizations. Write down what outcomes you expect to see from engaging in each activity. Ensure these outcomes increase your responsibility to the organizations or people and aren't just about making yourself feel good.
- Create a plan and a time frame and if possible, share these details with someone who can hold you accountable to follow through on them.

Balancing Your EI

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

Social Responsibility(108)  **Self-Actualization(91)**

Your Social Responsibility is higher than your Self-Actualization. To balance these components requires balancing the importance of contributing to society with achieving your own personal goals. Helping others to achieve their goals is important, but ideally this should work in a reciprocal way, so that the relationship helps you to achieve your potential and aspirations as well.

Social Responsibility

70 90 100 110 130

Social Responsibility social consciousness; helpful


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR MANAGER

How your MANAGER rated you:

Your Manager(s) may see you as less socially responsible than you believe yourself to be. This difference in perspective may be the result of your Manager(s) not being privy to all you do, not seeing your care and passion being translated into action, or not sensing authenticity in your efforts to contribute and cooperate. Reflect on your interactions with your Manager(s) and determine whether there have been events where you put your own interests or welfare ahead of others. Sometimes, even if we have the best of intentions, others may feel that we didn't contribute or help out to our fullest potential. If this is the case, seek feedback to determine ways in which you can demonstrate more teamwork and dependability to your Manager(s). *What are the implications of this rater group not seeing you as socially responsible as you believe you are?*

Closest Agreement

The rater group that agreed most closely with your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

You and your Other Raters might describe you as someone who usually feels responsible for helping others and engages in prosocial behaviors. John, you would probably agree with your Other Raters that there is opportunity to improve, as not everyone views your social responsibility in the same way that you do. The benefits of helping others extend much further than most people realize. For instance, increased happiness, more confidence in your ability to manage change, and better relationships are just a few examples of the positive effects of caring for others. *How do you demonstrate a concern for the welfare of others at work? In your community? On a global level? What are some ways you can make a greater contribution to society?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	4	3				3.6
Tries to make a difference in society	4	?				3
Likes helping	4	3				4.2
Is a contributing member	4	4				4.2
Contributes to community	4	?				3.2
Cares about social issues	4	?				4

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

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Problem Solving

Problem Solving find solutions when emotions are involved

99

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

Problem Solving is not about the quality of your solutions, but rather at how effectively you use your emotions in the process of solving a problem. John, your result in problem solving speaks of someone who can use their emotions effectively to focus on the problem at hand. In most situations you keep a clear head on the pertinent issues, without becoming frustrated by too much information or too many options. Your result indicates:

- that you take in enough information to make informed conclusions, but not so many details that you are overwhelmed.
- you confront problems head on, rather than avoiding them.
- there are still certain types of problems where your emotions get in the way of reaching a conclusion.

Emotional Implications on the Job

Emotional Implications. The emotional implication for your result is that while most of the time you tackle decisions head on, there are likely some situations where you tend to avoid making a decision. It is important to be consistently decisive whether dealing with interpersonal conflict or performance-management issues. Decisions regarding interpersonal issues shouldn't be avoided due to their uncomfortable nature, for they can be just as toxic as technical problems.

Strategies for Action

Watch Your Limit! Our brains typically handle seven chunks of information, whether we are memorizing or deciding between many options; seven seems to be the maximum amount of information we can effectively manage.

- The next time you are stuck in solving a problem, ensure you are dealing with no more than seven pieces of information (or deciding among fewer than seven choices). Too much information paralyzes you, while too little leaves you uninformed.
- Also, if your decision is stressful, your mental and emotional resources will be even fewer, so you may want to limit yourself to three options.

Decision Deadlines. For complex issues, including interpersonal conflicts, set a deadline by which the problem must be resolved. This deadline will help you stick to an efficient process for problem-solving where you are less likely to put off dealing with a tough decision.

- Generate multiple alternatives for a problem and evaluate them on the basis of impact, costs, resources and timing.
- Set a deadline for when you will select the best single solution. Treat this like any other important deliverable and have a colleague follow up with you to ensure you've met your deadline.

Balancing Your EI

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

Problem Solving(99)

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

Problem Solving

70 90 100 110 130

Problem Solving find solutions when emotions are involved



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You and each of your rater groups are in agreement that at times you can be indecisive or unsure of yourself when faced with a problem to solve. Though you have the potential to manage your emotions when finding solutions, a better awareness of how emotions can derail problem-solving can lead to even more effective decision-making. Take time to recognize the various emotions throughout your problem solving process and learn how you can leverage and sustain those emotions that allow you to focus and generate effective solutions. *Can you think of any situations where your emotions derailed your problem solving process? Which emotions help you to focus on the problem at hand? Is there a way to sustain these emotions?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when upset	1	2				2
Worries about a problem rather than solving it	4	4				2.6
Avoids dealing with problems	2	4				2.4
Has difficulty deciding on the best solution	2	2				2.4
Gets stuck when solving problems	2	3				2.4
Gets overwhelmed when making decisions	1	2				2
Gets frustrated and gives up	1	1				1.4
Emotions get in the way of decisions	4	2				3

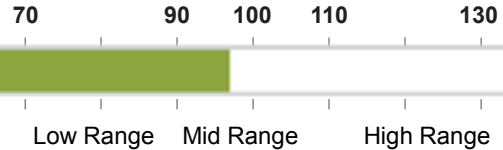
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Reality Testing

Reality Testing objective; see things as they really are

97



What You Said:

Call it “being grounded” or “tuned into the situation,” Reality Testing means seeing things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans/goals. John, your results indicate that for the most part you can look past your emotional biases and see situations objectively. You are tuned into the task at hand and your environment and as a result set fairly reasonable goals. Your result suggests:

- you are unlikely to misinterpret critical information or allow emotions to color reality.
- your decisions and objectives are based on realistic information.
- some instances of overly positive (extreme happiness) or overly negative emotions (extreme anxiety) may cause you to be less objective.

Emotional Implications on the Job

Emotional Implications. Your ability to size up the immediate situation means your emotional responses to events are generally within reason and acceptable. For instance, if something minor occurs you are unlikely to blow it out of proportion. There are times, however, particularly when under stress, that you might switch your reality testing off, allowing your emotions to cloud your objectivity.

Strategies for Action

Practical Actions. Breaking a problem or decision down into small, practical steps can help you to stay focused on the reality of the situation and not what you wish would happen.

- Practical actions are specific steps that need to be taken, resources that need to be gathered, or buy-in you need to secure in order to make a decision.
- Listing practical actions helps you to stay grounded under pressure by keeping your focus on specific tasks required to reach a bias-free decision.

Fearing the Worst, or Sugarcoating Reality? Under times of stress you may rely less on your reality testing skills and fall victim to fearing the worst-case scenario or sugarcoating reality.

- Which of these two extremes best describes you when you are not seeing things realistically?
- If you worry about catastrophe, find evidence that says a catastrophe is unlikely. Or try running your catastrophe hypothesis by a third party to see if it's plausible.
- If you sugarcoat reality, play the role of “devil’s advocate”; find data that contradicts your overly positive assessment. Also, watch others’ reactions to your positivity; if there is hesitation in their voice or body language, they likely see your positive outlook as unrealistic.

Balancing Your EI

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

Reality Testing(97)

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

Reality Testing

70 90 100 110 130



Low Range Mid Range High Range

Reality Testing objective; see things as they really are

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

The agreement between you and your raters suggests that you may be less objective or not as tuned in to the current situation as you could be. Consider the plans and goals you set for yourself and others. How do you know they are realistic? What about your reaction to an upsetting problem? How can you tell whether you over- or under-reacted? Leverage the consistent experience of your objectivity and work on applying your reality testing skills to even more situations. *How can you check in with your raters to ensure that the goals you set are realistic? In what situations do you feel you might be less connected to what is happening around you?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	3	3				3
Makes realistic plans to achieve goals	4	2				3.8
Recognizes own biases	3	3				3.2
Has good sense of strengths and weaknesses	4	3				3.8
Knows when to be objective	3	3				3
Knows when emotions affect objectivity	3	?				3.2
Even when upset, aware of what's happening to self	5	3				3.2
Has a good sense of what is going on	4	4				3.4

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

Impulse Control

Impulse Control resist or delay impulse to act

83

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Impulse Control(83) ⚡ Flexibility(102)

Your Impulse Control is lower than your Flexibility. It is important to remain open to new ideas and change, as long as changes are not made haphazardly without proper thought to the implications of the changes. Creating a balance between impulse control and flexibility can result in more efficient and effective actions.

Impulse Control

70 90 100 110 130



Low Range Mid Range High Range

Impulse Control resist or delay impulse to act

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You agree with all your rater groups that more than the average person, you struggle to delay impulses and resist temptation. You may be seen by your colleagues as going with your gut reaction or always chasing the next great idea. As a result you might appear to lack focus and the will to commit to an established direction. On a more day-to-day basis, your impulsivity may include interrupting others in meetings, erratically changing priorities, or sidetracking conversations with unrelated topics. You may find yourself in situations where others are offended by your abruptness and rash, solo decision-making. If your team is resistant to your ideas, or you find yourself regretting things you have said or done, you will benefit from finding ways to think before you act. *What are the positive and negative implications of having lower impulse control in your role? Why might your raters agree with your self-assessment of your impulse control?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	3	2				3
Interrupts others	2	2				1.4
Impulsivity creates problems	3	4				2.6
Is impulsive	3	4				3.4
Finds it hard to stop talking	3	1				2.2
Reacts hastily	2	3				3.2
Difficult to control impulses	3	4				2.8
Finds it difficult to resist temptation	4	?				3.2

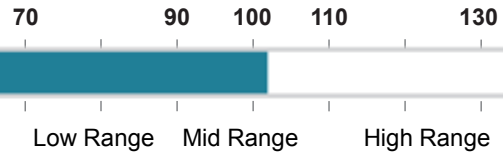
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Flexibility

Flexibility adapting emotions, thoughts and behaviors

102



What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. John, you appear to be accepting of change and shifting priorities in your workplace. You embrace learning new things and remain open to others' opinions and new ways of thinking and doing things. While you likely value progress and innovation, there are some situations where you stick to your tried and true methods, preferring predictability over spontaneity. Some indicators of your result are:

- a willingness to respond to changes in the workplace (e.g., structural changes, new technology, evolving market needs).
- an inclination to enjoy change and find it refreshing.
- hesitation to change at times, most likely when you are under stress or feeling anxious.

Emotional Implications on the Job

Emotional Implications. Your Flexibility suggests that although you frequently adapt your thoughts, emotions, and actions, there are still times when your emotions prevent you from accepting change. For many business people, being a specialist in one's profession is a lifetime pursuit, but keep in mind that it also creates an inherent rigidity. Your emotional attachment to "your ways" can prevent you from adapting to changes in the business.

Strategies for Action

The Plastic Brain. Research suggests that our brains have a lifelong plasticity, that even in adulthood we can learn complex things. Why then has it been so long since we attempted to learn something completely new?

- The key is to move outside of your area of expertise and begin to learn something entirely new (e.g., learn a new language, take fencing or cooking lessons, learn to grow an organic garden) and accept the arduous practice and mistakes that come with taking on a new skill. (Remember learning how to ride a bike?)
- Once you start attaching positive emotions to the small successes you experience in this new area, you will find yourself becoming even more accepting of change in other areas of your life.

Ask for Help. When you find yourself being resistant to change, take some time out to solicit the opinions of trusted coworkers and embrace their views on a particular problem and how they would approach it. Particularly under stress, you may find yourself going down the same road you always travel, but if you take the time try out even one new strategy or technique, you will broaden your skill base and enhance your ability to cope with change.

Balancing Your EI

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

Flexibility(102)  Impulse Control(83)

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

Flexibility

70 90 100 110 130

Flexibility adapting emotions, thoughts and behaviors



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

There is agreement between you and your raters that you have established a flexible approach to your work, demonstrating the ability to adapt your thoughts, emotions, and actions to the changing environment on the job. You would all probably agree that there is still room for you to demonstrate increased flexibility by recognizing when your emotions prevent you from being open to change. Being emotionally attached to your ways can prevent you from learning and adapting with the business. *Can you think of a time when you were less flexible than you wanted to be? How can you be less resistant to change in the future?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change own opinion	3	2				1.8
Does not like unfamiliar situations	2	2				2.2
Hard to change own ways	4	3				2.8
Has difficulty compromising	2	3				3
Uneasy with last-minute changes	1	2				2.2
Finds it hard to make changes	3	3				2.6
Needs things to be predictable	2	2				2.4
Uneasy with change	3	3				2.6

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

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Stress Tolerance

Stress Tolerance coping with stressful situations

99

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. John, your result indicates that you are armed to withstand stress with a repertoire of effective coping strategies. You are able to manage your emotions, remain composed, and maintain your performance, even when times get rough. Although you may not handle all stressful conditions well, you have the underlying belief that you can control your reaction to stress. Some characteristics of your result are:

- you can maintain a level of work performance even under mounting pressure or competition.
- you actively cope with stress without letting your emotions take over.
- weaknesses in other areas of EI may be more apparent during times of stress.

Emotional Implications on the Job

Emotional Implications. Although you can keep control of your emotions during times of stress, there is the possibility that you do not leverage and use your emotions. Rather than subduing your emotions, remember to use them. The emotion of happiness can help you come up with creative solutions to your stressful situation.

Strategies for Action

Building your Coping Strategies Bank. There are several effective behavioral strategies that can help you better cope with daily stressors and improve your overall stress tolerance. Some of these strategies are so discreet you can use them in the office to address stress as soon as it starts:

- deep breathing, belly breathing, visualization exercises
- progressive muscle relaxation, accupressure
- yoga, tai chi, meditation

Worry-Free Zone. Declare a worry-free zone somewhere in your workplace.

- Move away from your desk and spend five minutes in a different location (e.g., cafeteria, outside) where the only rule is: No thinking about the thing that is causing you stress.
- Allow your mind to cool down and to become clear again. Only then are you in the best position to leverage your emotions in order to respond appropriately to the stress.

Balancing Your EI

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

Stress Tolerance(99)

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.

Stress Tolerance

70 90 100 110 130



Low Range Mid Range High Range

Stress Tolerance coping with stressful situations

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You and your rater groups are in agreement that you generally withstand adverse events and stressful situations but there are times when mounting pressure might cause you to lose your composure. You and your raters would likely agree that there is room to improve your ability to tolerate stress, selecting from a wider range of coping mechanisms to maintain your calm and focused demeanor. Stress tolerant individuals are able to tackle and take control of problems as if they have an arsenal of coping strategies at their disposal. *What strategies do you use to cope with stress? How apparent are these strategies to each of your rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	4	3				3.6
Can't think clearly when under stress	2	2				2
Thrives when challenged	4	2				3.8
Handles stress well	2	2				3.6
Performs well under pressure	4	4				4
Copes well	4	2				3.4
Handles upsetting problems	3	3				3.4
Does not react well to stress	2	2				1.8

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

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Optimism

Optimism positive attitude and outlook on life

90

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Optimism(90) < Interpersonal Relationships(105)

Your Optimism is lower than your Interpersonal Relationships result. Leveraging your relationships can help to promote positive feelings and a positive outlook. This is especially true when you surround yourself with people who are positive themselves, and make you feel good about yourself. However, ensure your outlook does not become overly tied to what others think, so that your optimism is not merely a product of your social network.

Optimism

70 90 100 110 130

Optimism positive attitude and outlook on life



Low Range Mid Range High Range

What Your Raters Said:

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

Biggest Gap

The rater group whose score is most different from your self-assessment:

YOUR "OTHER" RATER GROUP

How your "OTHER" RATER GROUP rated you:

Your Other Raters rated you higher on Optimism than you rated yourself. This discrepancy suggests that your Other Raters might see you as more hopeful and resilient than you feel you are. While maintaining a positive demeanor with your Other Raters is something you should continue, consider why this rater group in particular sees you as more optimistic than you see yourself and how other rater groups might perceive your optimism. For instance, perhaps you are trying to mask fears or hesitations about the future. If your actions (e.g., actively promoting a new and ambitious sales target) don't match your inner beliefs (e.g., expecting that the target won't be reached), you might be compromising your ability to contribute your fullest intentions and efforts. *Why do you think your self-rating for Optimism was lower than the rating from your Other Raters?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	3	3				3.6
Is optimistic	3	3				4
Expects the worst	4	2				2
Hopeful for the future	4	4				4
Sees the best in people	3	4				3.6
Has good thoughts about the future	4	4				4.2
Expects things to turn out all right	4	4				4
Has a positive outlook	4	4				4

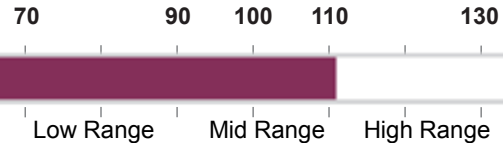
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Well-Being Indicator

Happiness satisfied with life; content

111



How to Use this Page

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

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

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

Happiness

John, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course. Your happiness is seen and experienced as infectious. Your result in Happiness is high, as are your results across the four subscales most connected with Happiness. You may want to look into your lower results on other subscales (Impulse Control) to identify ways your Happiness can bolster this area. Your result indicates that you may:

- exclude cheerfulness at both work and play while participating in activities you truly enjoy.
- be seen by coworkers as motivating and resilient in the face of obstacles.

Self-Regard (104)

Happiness is a by-product of believing in oneself and living according to your own values. Although you have good self-regard, there are times when you may doubt yourself, creating feelings of unhappiness. Strengthening self-regard may help to enhance life satisfaction and well-being.

- Reflect on past accomplishments to identify skills that enabled you to be successful.
- If you could improve one facet of your life, what would it be? Why?

Optimism (90)

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

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

Interpersonal Relationships (105)

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

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

Self-Actualization (91)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of self-actualization, but further development in this area will help to promote feelings of achievement and overall happiness.

- Identify what you value most in life. Are you spending enough time on the activities most important to you?
- What legacy will you leave behind?

Well-Being Indicator

70 90 100 110 130

Happiness satisfied with life; content



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

How your rater groups rated you: You agree with all your rater groups that you have developed a high degree of satisfaction with your life, generally enjoy the company of others, and are able to derive a great deal of pleasure from your work. Your positive attitude is contagious and spreads around the office, helping to inspire and motivate coworkers, especially when they are faced with difficult situations. With well-developed Happiness, you have the perfect platform to showcase your EI skills. Your colleagues see you as likeable and fun to be around, creating the opportunity for deeper and more meaningful relationships. You might want to be cautious that you are not displaying so much Happiness that it comes across as a facade. When situations require you to experience other emotions (e.g., frustration, concern or irritation), are you able to present these as effectively and comfortably as more positive emotions? *What are the benefits to both your work and your relationships if you are consistently happy and satisfied? Are there any drawbacks?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	1	1				1.4
Is not happy with his/her life	1	1				1.2
Is enthusiastic	3	4				4
Is happy	4	4				3.8
Is satisfied with his/her life	5	4				4.2
Is excited about his/her life	5	4				4
Looks forward to his/her day	5	4				3.4
Is content	4	4				3.6

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

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Action Plan

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

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

Action Planner (example)

I commit to this action plan _____ .
(signature)

EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our

organization's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach, you are increasingly more accountable for reaching your personal goals.

My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____

My Items

The following short-answer questions were added by your administrator. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, "No one answered this question" will appear in the answer field.

Q: What would you like to see more of from this individual?

M1: would like to see internal policys be followed and not giving special treatment to different indiviguals.

O1: Not Provided

O2: More negotiable in requirements or tasks to be carried out. More flexible.

O3: Not Provided

O4: appreciation for those around him

O5: Not Provided

Q: What suggestions do you have for this individual to improve his or her leadership and management performance?

M1: treat all workers the same and expect the same from all, if you dont do it how can you expect others that report to you to do it

O1: To be better at his communications skills with others, and to keep everyone informed on what happens on a daily basis.

O2: Go beyond own problem solving, improve in concern and understanding team member problem solving as well.

O3: Not Provided

O4: keeping a cooler head in stressful situations Having respect for those around them while disciplining.

O5: Not Provided