



EQ360

360° FEEDBACK

REPORT

Sample Report

Rated by: Manager(2), Peers(3), Direct Reports(3)

November 07, 2011

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INC

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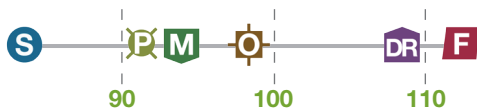
 MHS

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

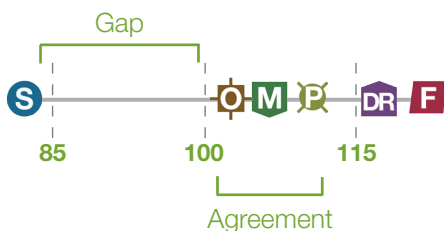


How to read this report. This report contains information gathered from both yourself (self rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

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.

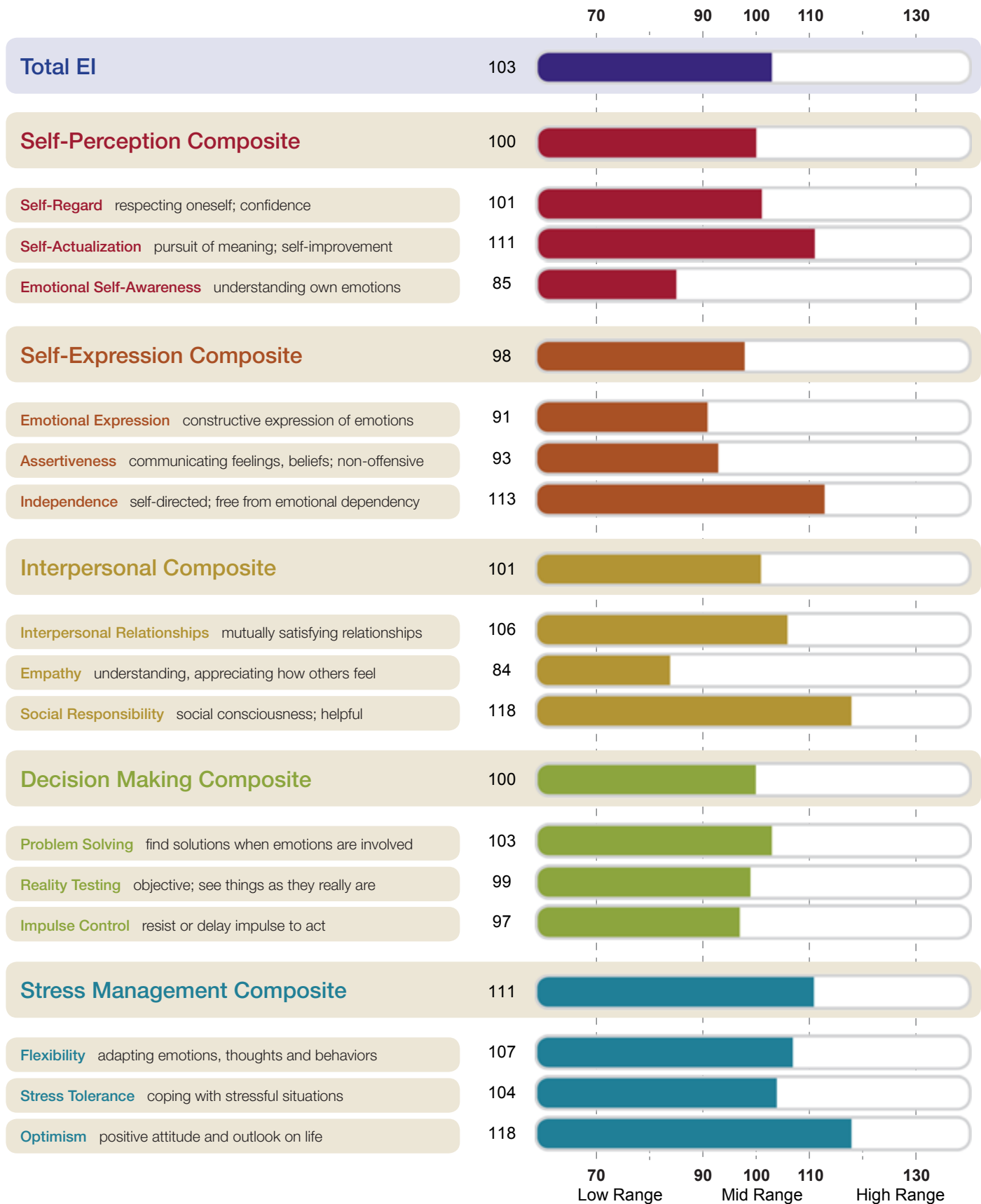
INTERPERSONAL

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.

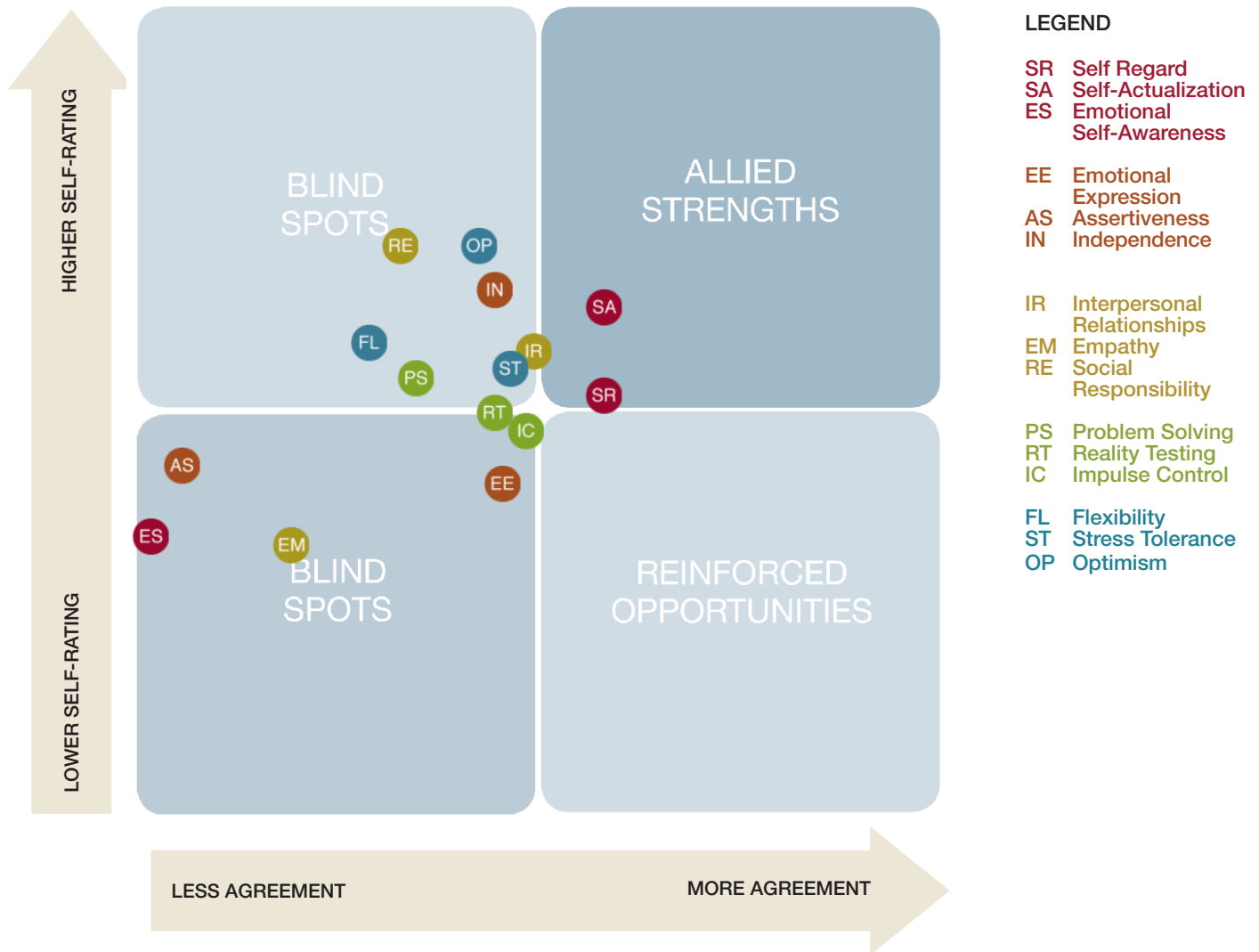
How You Responded: Summary



Profile Gap Analysis

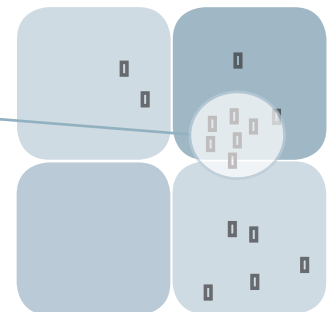
The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you.

- 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.

	70	90	100	110	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other 
Total EI						103	112	101	108		

Composite Areas:

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

	70	90	100	110	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other 
Self-Perception						100	110*	103	110*		
Self-Expression						98	110*	101	102		
Interpersonal						101	105	93	104		
Decision Making						100	116*	102	104		
Stress Management						111	116	104	115		

* 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

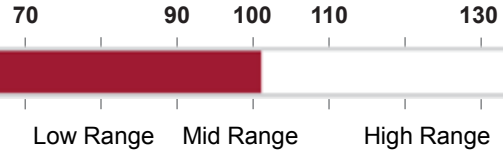
EI Subscales	70	80	90	100	110	120	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other O
Number of raters								1	2	3	3		
Self-Regard				S	M	P	DR	101	106	109	114*		
Self-Actualization				P	DR			111	104	104	110		
Emotional Self-Awareness		S	P	DR	M			85	118*	94	99*		
Emotional Expression			P	DR	M			91	106*	90	95		
Assertiveness			S	M	DR			93	102	110*	110*		
Independence				DR	P	S		113	116	105	101*		
Interpersonal Relationships			P	M	DR			106	104	90*	108		
Empathy		S	P	DR	M			84	99*	92	97*		
Social Responsibility				P	DR	M	S	118	113	99*	109		
Problem Solving				P	S	DR	M	103	117*	101	109		
Reality Testing			P	S	DR	M		99	112*	94	102		
Impulse Control				S	DR	P	M	97	112*	110*	99		
Flexibility				P	S	DR	M	107	120*	99	114		
Stress Tolerance				S	P	DR		104	114*	108	114*		
Optimism				P	M	DR	S	118	108*	103*	112		

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

Self-Regard

Self-Regard respecting oneself; confidence

101



What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Sample, 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(101)  **Self-Actualization(111)**

Your Self-Regard is lower than your Self-Actualization. These components can be aligned by evaluating self-worth in terms of concrete achievements. When appropriate, take time to recognize successes and how they reflect upon your abilities. Finally, ensure that you are considering your strengths and growth opportunities when determining which activities you should pursue.

Self-Regard

70 90 100 110 130

Self-Regard respecting oneself; confidence


Low Range Mid Range High Range

What Your Raters Said:

There is variability in how your rater groups rated your Self-Regard--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 DIRECT REPORTS

How your DIRECT REPORTS rated you:

You rated yourself lower in Self-Regard than your Direct Reports. This comparison suggests that you don't see in yourself the same level of assuredness that others do. If you are too critical of your capabilities, you may not step up to opportunities that others believe you are well suited for. Use this feedback to see yourself in a different light, as people seem to see you as having more confidence and inner strength than you see in yourself. You might ask yourself: *Why do you think your Direct Reports might see you as being more confident than you believe yourself to be?*

Closest Agreement

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

YOUR MANAGER

How your MANAGER rated you:

Sample, the closest agreement between your Self-Regard rating and those of your rater groups is between you and your Manager(s). The common perception here is that your Self-Regard is established, but there is still room to improve, as there are likely a few situations (e.g., under pressure) where you appear less sure of your capabilities. As a result, you and your Manager(s) would probably agree that you could benefit from developing a greater sense of comfort and satisfaction with who you are, perhaps by taking on opportunities that leverage your strengths. *What are some other ways you could demonstrate more confidence when working with your Manager(s)?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	4	4	4	4		
Feels sure of self	4	4.5	4	4.33		
Doesn't feel good about self	1	1	1.33	1		
Lacks self-confidence	2	1	1	1		
Finds it hard to accept the way he/she is	1	1.5	1.33	1		
Thinks highly of himself/herself	2	3	4.33	4.33		
Respects self	4	4	4	4.67		
Happy with self	5	4	4.33	4.67		

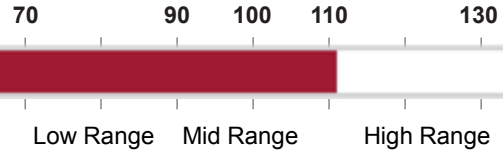
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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

111



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Actualization(111) > Reality Testing(99)

Your Self-Actualization is higher than your Reality Testing. To balance these components, goals and aspirations should be tempered with a sense of realism. Create both long-term and short-term goals to help you achieve your aspirations. This approach provides a sense of the short-term resources needed to be successful and thus brings a reality check into the process that also speaks to the viability of the long-term goals.

Self-Actualization

70 90 100 110 130

Self-Actualization pursuit of meaning; self-improvement



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	4	4.5	4	4.33		
Has something to contribute	4	4.5	3.67	4.67		
Seeks enriching experiences	3	4	3	4		
Self-motivated	4	4	4	4.67		
Makes good use of abilities	5	4.5	4	4.33		
Strives to be the best he/she can be	5	4	4	4.33		
Driven to achieve	5	4	4.67	4.67		
Makes life meaningful	5	4	4.67	4.33		
Looks for ways to improve	4	2.5	4	3.67		

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

85

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. Sample, your result indicates that fully understanding your emotions and their causes may be an area of challenge for you. It is likely that you:

- are comfortable experiencing some emotions, but others make you uneasy.
- superficially experience emotions, allowing them to just happen without thoughtful evaluation.
- keep emotions separate from work, or fail to use them to enhance your effectiveness.
- may fail to notice the impact your emotions have on others.

Emotional Implications on the Job

Emotional Implications. Your experience of emotions may be very black and white: either you are angry, or you are not. As a result, you may not recognize the complexity of your emotions or their triggers, so to others your emotions may seem heightened or exaggerated. You may either miss emotions and their triggers entirely or are marginally aware of their existence, making it hard to accurately predict your emotional reactions.

Strategies for Action

Emotion Diagnosis—What You Don't Recognize, You Can't Manage! Paying attention to how you are feeling may need to start out as a manual process of diagnosing how an emotion feels.

- Record the strongest emotions you experience. Note the thoughts and physical sensations that accompany them.
- Then, recognizing that every heightened emotion has "lighter levels," pay close attention to small shifts in this emotion the next time it arises. When it intensifies or weakens, write down your description of this new level of emotion and its triggers. What caused the change and what does this tell you?

Emotional Email. Reading your emails is an easy and non-obvious place to practice your Emotional Self-Awareness. Emails usually elicit some type of emotion like frustration, surprise or happiness.

- Over the next few days, record in two words what you feel (e.g., "discouraged and tired") after you read a noteworthy email. Next to each emotion, write one physical feeling or a change in your body that you experienced with the emotion (e.g., "slack posture, big sighs").
- Notice what sensations accompany certain emotions. Research the emotions you experienced most often to find out if there are other sensations you should be aware of.

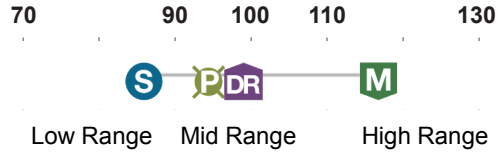
Balancing Your EI

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(85) < **Stress Tolerance(104)**

Your Emotional Self-Awareness is lower than your Stress Tolerance. To balance these components, the object is to learn to recognize and process the emotions involved in the situation. By using Emotional Self-Awareness effectively to deal with the emotions, you will be better prepared to perform under stress until a proper resolution is found.

Emotional Self-Awareness



Emotional Self-Awareness understanding own emotions

What Your Raters Said:

There is variability in how your rater groups rated your Emotional Self-Awareness--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:

You are perceived by your Manager(s) to be more emotionally self-aware than you see yourself. This prominent difference in perspective means that you present or display a stronger sense of awareness to your Manager(s), but feel less clear of yourself or perhaps more perplexed by your emotions than you let on. You may not pay attention to your feelings as much as this rater group thinks you do and therefore you run the risk of your emotions being misinterpreted by others, or of your emotions being displayed without the appropriate amount of self-scrutiny. *Why do you think this rater group feels you are more in touch with your emotions than you believe yourself to be? On what observations do you think they are making this rating?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

You agree with your Peers that you might not attend to your emotions and their triggers as much as the average person. In your relationship with this rater group, you may come across as being unaware of your emotions or how you are acting, which can make it difficult for you to communicate using an appropriate level of emotion. Sample, because both you and your Peers see you as not fully understanding emotions, you may find yourself in uncomfortable situations where you have understood the tangible facts of the matter but perhaps overlooked somebody's (or your own) emotional state. *Why do you think your self-rating is closest to the rating of your Peers? Could you be sending subconscious signals, or displaying facial expressions or body language signifying one mood when you are really feeling something different?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	2	4.5	3	2.67		
Aware of how own mood impacts others	2	4	3	3.67		
Knows what triggers own emotions	4	4	3	3.33		
Aware of own feelings	4	4	3.33	4		
Recognizes when he/she is upset	3	4.5	3.33	3		
Understands how others' emotions affect him/her	3	4.5	2.33	3.33		
Knows which emotions affect his/her performance	3	4	3	2.67		

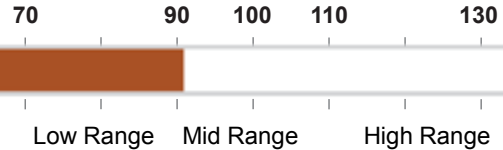
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Emotional Expression

Emotional Expression constructive expression of emotions

91



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. Sample, 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(91) < **Interpersonal Relationships(106)**

Your Emotional Expression is lower than your Interpersonal Relationships result. Keep in mind that strong interpersonal relationships are built on trust and respect; openly sharing your thoughts and feelings can go a long way to building both.

Emotional Expression

70 90 100 110 130

Emotional Expression constructive expression of emotions



Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

This rater group sees you as more emotionally expressive than you see yourself. This difference in perspective could mean that your facial expressions, tone of voice and body language are expressing emotional meaning even if you are unaware of it. You may need to become more aware of the subtle changes you are making in your expressions, posture or tone of voice when you interact with your Manager(s), who could be picking up on more feelings than you believe you are showing. The difference in ratings may also stem from you knowingly holding back emotions and only expressing a small portion of your true thoughts when communicating with others. Emotionally expressive individuals enjoy the feeling of freedom that comes from openly expressing their feelings on a matter (when appropriate, given the context and audience). *Are there certain types of situations or particular groups of individuals with whom you are less expressive? More expressive?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

Sample, you agree with your Peers that you are generally open and expressive but could benefit from expressing an even wider range of emotions. There may be situations in which you hide your true emotions, or perhaps there are certain emotions that you find uncomfortable to share, no matter what the situation. Consider the implications of your level of emotional expression on your relationships; if you struggle to find the right words to describe your feelings you may have difficulty inspiring others or getting the support and resources you need to be successful. Also, consider whether your level of expression is appropriate across rater groups and situations; context matters, as full emotional disclosure is not always effective. *Why do you think your ratings on Emotional Expression are similar between you and your Peers? What would make other rater groups feel differently?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	5	1.5	2.67	2		
Easily expresses feelings	3	3	4	3.67		
Has difficulty expressing intimate feelings	5	1.5	3.33	3.33		
Talks to others when sad	2	1.5	2	1.33		
Difficult to show feelings to others	2	1.5	3.33	2		
Difficult to show affection	2	1.5	3	2		
Has difficulty describing feelings	2	1.5	3	3		
Hard to smile	1	2	1.67	1.67		

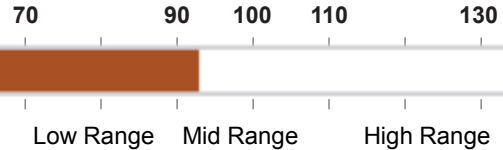
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

93



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. Sample, 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. The largest difference is shown below.

Assertiveness(93) < **Interpersonal Relationships(106)**

Your Assertiveness is lower than your Interpersonal Relationships result. Placing greater emphasis on interpersonal relationships than on being assertive may permit you to support those you work with. Make sure you give equal emphasis to standing up for what you believe in, and speaking your mind when it is important to do so.

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 groups whose scores were most different from your self-assessment:

YOUR PEERS and DIRECT REPORTS

How your PEERS and DIRECT REPORTS rated you:

You rated yourself as less assertive compared to the ratings of your Peers and Direct Reports. This gap suggests that you might be more assertive with these people than you are with other individuals. Perhaps you are more comfortable with your Peers and Direct Reports 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 that 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 are generally assertive, articulating your needs respectfully. Because there is room to improve, Sample, 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	3	2.5	1.67	2		
Says "no" when needed	4	4	4.33	4.33		
Is assertive	2	4.5	3.33	4		
Says so when he/she disagrees	3	3	4.67	3.67		
Firm and direct	3	3	4	4.33		
Stands up for own beliefs	5	4	4	4.33		
Tells people what he/she thinks	4	4	4	4		

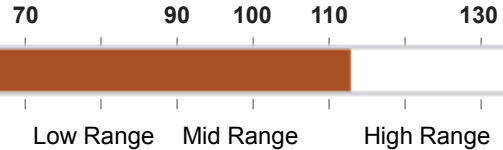
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Independence

Independence self-directed; free from emotional dependency

113



What You Said:

Sample, 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(85)

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 DIRECT REPORTS

How your DIRECT REPORTS rated you:

The gap between how you and your Direct Reports 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 Direct Reports. 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 Direct Reports. Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Direct Reports 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. Sample, 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	1	1.67	2		
Clings to others	2	1	1.33	2.33		
Easily influenced	2	2	2	2.67		
Prefers job where told what to do	1	1	1.67	2		
Difficult doing things on own	1	1	1.67	1.33		
Needs reassurance	1	1	1.67	2.33		
Needs others	2	2	2.33	2		
More of a follower	1	1	2	1.33		

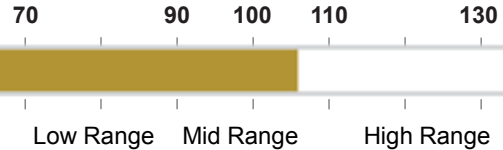
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Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

106



What You Said:

Sample, 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.

Interpersonal Relationships(106)

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

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 PEERS

How your PEERS rated you:

This gap suggests that your Peers 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 Peers, 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 Peers any differently than you treat your relationships with your other rater groups?*

Closest Agreement

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

YOUR MANAGER and DIRECT REPORTS

How your MANAGER and DIRECT REPORTS rated you:

You and your Manager(s) and Direct Reports agree that you easily socialize, open up to, and connect with people. The consistency between your ratings and the ratings of your Manager (s) and Direct Reports suggests that you have similar expectations for how your relationships should be maintained; if there are unmet expectations, it is likely that you are all experiencing them to a similar degree. Sample, 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	3.5	3.67	4.33		
Enjoys talking	5	4	3.33	4.33		
Easy to approach	3	4.5	3.67	4.67		
Easy to confide in	4	4	2.67	4.33		
Fun to be with	3	4	3.67	4.33		
Team player	5	5	3.33	4		
Is sociable	4	4.5	3.33	4		
Has good relationships	4	4	3.33	4.67		

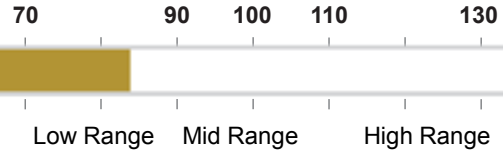
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Empathy

Empathy understanding, appreciating how others feel

84



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. Sample, your result indicates that empathy might be difficult for you to display consistently. You may find it hard to step into someone else's shoes, particularly when your view is radically different. While you may prefer to remain slightly detached, this may be at the expense of creating collaborative relationships. With a result such as yours, you may find:

- when you make decisions, you are more focused on facts than others' feelings/reactions.
- you misread others' thoughts and emotions.
- it is difficult for you to articulate another's perspective.
- others' emotions often elude you or catch you by surprise.

Emotional Implications on the Job

Emotional Implications. Underusing Empathy puts you at risk in all other interpersonal skill areas. You may be seen as shallow if you do not genuinely relate to others' feelings. Also, failing to seek out how coworkers feel about a decision means you may miss valuable emotional data, leaving you only half prepared to make a decision with only hard facts and no predictions for resulting emotional reactions.

Strategies for Action

Active Listening. Active listening is about being able to repeat back, in your own words, what the speaker has said. Those with high empathy can do this even if they do not agree with what the speaker is saying.

- In general, listen more than you speak at work. Try it in your next meeting and record the approximate amount of time you spent listening versus speaking.
- When you find yourself jumping in to speak, stop, listen, and reflect back what you have heard before offering your thoughts/opinion.

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(84)  Reality Testing(99)

Your Empathy is lower than your Reality Testing. The ability to remain objective and unbiased should be balanced by embracing the emotional tone of a situation. Being overly detached may mean missing social nuances or emotional changes in others that can inhibit a positive resolution in some situations.

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 more empathic than you see yourself. This gap suggests you are perceived to be more respectful, appreciative, sensitive, and caring than you feel you are. Reflect on whether your ability to empathize is more apparent to your Manager(s) than to yourself. Or, perhaps you believe you have much more compassion and understanding to give, but your current relationships are not established enough for you to be as empathic as you wish to be. Remember, differing perspectives on your level of empathy can create mixed messages in your relationships. Learning to recognize the behaviors and sayings that are perceived as empathic will help you to present yourself consistently with diverse groups of people. *Why do you think you are seen as more empathic by your Manager(s), compared to your self rating? What are the consequences of this discrepancy?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

You agree with your Peers that you are seen as slightly detached or unclear of others' needs and emotions. Particularly with your Peers, you tend to spend more time focusing on the objective facts of an issue, rather than addressing the feelings involved. Sample, engaging in active listening and mirroring the body language of those with whom you interact can go a long way toward improving how you are perceived and your understanding of the other person's experience. Failure to draw upon empathic behaviors can lead you to be perceived as cold, uninterested, withdrawn, egotistical, or unapproachable. *In what situations are you less empathic? Try seeing these situations from the perspective of the other people involved and imagine the emotions that others are experiencing.*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	4	4	3.33	3.33		
Is empathic	4	3.5	2.67	3.33		
Understands the way others feel	2	3.5	3	4		
Avoids hurting others' feelings	2	3	3	2.67		
In touch with others' emotions	2	2.5	3	2.33		
Relates to others' emotions	3	3	3	3		
Respects others' feelings	4	4	3	4.33		
Sensitive to others' feelings	3	3	3	3		
Cares about others' feelings	3	4.5	3	3.67		

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

118

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. Sample, your result suggests that you are highly altruistic in your efforts, taking most, if not all, opportunities to help others. Your concern for societal issues is demonstrated through the selfless contributions you make, both at work and in your community. Based on your result, you:

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Social Responsibility(118) ↔ **Empathy(84)**

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

Social Responsibility

70 90 100 110 130



Low Range Mid Range High Range

Social Responsibility social consciousness; helpful

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 PEERS

How your PEERS rated you:

Your Peers may see you as less socially responsible than you believe yourself to be. This difference in perspective may be the result of your Peers 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 Peers 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 Peers. *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 MANAGER

How your MANAGER rated you:

You and your Manager(s) agree that you frequently show concern for the welfare of others and participate as a cooperative and constructive member of your organization and community. It is not uncommon to see someone with this level of social responsibility involved in a variety of social and leadership pursuits, which can be inspirational and motivating to your colleagues. Helping others also has benefits for you, Sample, such as positive emotions, improved relationships and greater confidence in managing change. Take care that when helping others, you do not take on the responsibilities of others at the expense of your own priorities. *How can you apply your social responsibility skills to less established relationships?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	5	5	4	4.67		
Tries to make a difference in society	4	4	3	3.67		
Likes helping	5	4	3.67	4.33		
Is a contributing member	4	4.5	3.67	4.67		
Contributes to community	5	4.5	4	3.67		
Cares about social issues	4	4	3	3.67		

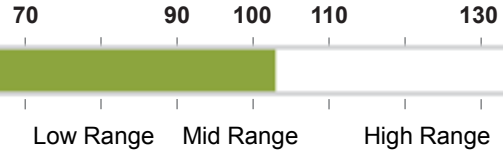
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Problem Solving

Problem Solving find solutions when emotions are involved

103



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. Sample, 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. The largest difference is shown below.

Problem Solving(103) ↔ **Emotional Self-Awareness(85)**

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

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:

There is variability in how your rater groups rated your Problem Solving--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:

Rating yourself lower than your Manager(s) suggests that from the perspective of this rater group, you appear to be managing your emotions when problem solving better than you feel you are. Even if emotions seem to derail our internal analysis of a problem, to others, such as your Manager(s), the end result can seem effective. Pay attention to how you are feeling at the different stages of solving a problem and determine whether these feelings are helping or hindering your resolution of that problem. *Why do you think this rater group sees stronger problem solving in you than you do? In your experience, what emotions have helped or hindered your ability to come to an effective resolution? How visible would this be to your Manager(s)?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

You and your Peers agree that you usually manage and even leverage the right emotions when faced with a problem to solve. Sample, you have room to strengthen your problem solving skills. Determine whether your problem solving process looks different depending on the situation, the emotions and the people involved. Watch for inconsistencies in how your rater groups view your problem-solving capabilities, or you may find yourself in situations where you are overlooked, or relied upon too much, in your team's problem solving process. *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	3	1	1.67	1.33		
Worries about a problem rather than solving it	2	1	1	1.67		
Avoids dealing with problems	2	1	1.67	1.33		
Has difficulty deciding on the best solution	2	2	2.67	1.67		
Gets stuck when solving problems	1	1	2.67	2		
Gets overwhelmed when making decisions	2	1	2.33	1.67		
Gets frustrated and gives up	1	1	1.33	1		
Emotions get in the way of decisions	1	1	2.33	1.67		

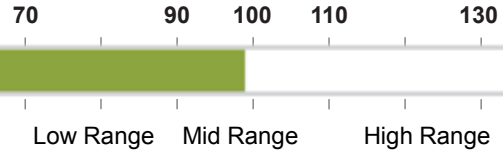
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Reality Testing

Reality Testing objective; see things as they really are

99



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. Sample, 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. The largest difference is shown below.

Reality Testing(99) > **Emotional Self-Awareness(85)**

Your Reality Testing is higher than your Emotional Self-Awareness. Balancing these aspects of EI means objectively analyzing information, but also remaining receptive to your emotions and others’ emotions. The right synthesis involves considering emotional reactions in addition to practical logistics as you go about your work and life.

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:

There is variability in how your rater groups rated your Reality Testing--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 self-assessment of Reality Testing is more conservative than that of your Manager(s), suggesting that even if your actions appear realistic and grounded to others, you might feel as if you are not in touch with the current situation. Perhaps there are times when your emotions cloud your objectivity, but it is not as obvious to your Manager(s) as it is to you. Because you are perceived as more objective than you feel you are, you may want to look for ways that you can strengthen your reality testing skills. Otherwise, you may end up in situations where others have relied on you or acted upon your decisions, even though they may not be well-grounded or realistic. *Can you think of an example where your Manager(s) may have observed you making a realistic and objective decision? What about an example where you were biased or subjective in your decision making process?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

Sample, you and your Direct Reports agree that you are generally connected to what is happening around you, taking the time to validate the way you see things against external data. 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? You have room to grow in your capacity to see things objectively; strive to create a more consistent experience of your unbiased approach to making decisions. *How can you check in with your Direct Reports to ensure that the goals you set are realistic? What evidence tells you whether or not you are being objective?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	4	4.5	3.33	4		
Makes realistic plans to achieve goals	4	4	3	4		
Recognizes own biases	3	4	3.33	3		
Has good sense of strengths and weaknesses	3	4	3.33	4.33		
Knows when to be objective	4	3	3	4.33		
Knows when emotions affect objectivity	3	4	2.33	2.33		
Even when upset, aware of what's happening to self	4	4.5	3.33	2.67		
Has a good sense of what is going on	5	4.5	3.33	3.67		

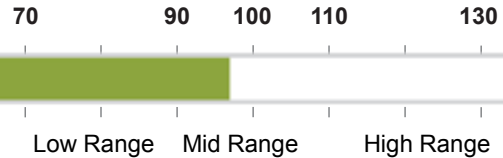
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Impulse Control

Impulse Control resist or delay impulse to act

97



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. Sample, your result shows someone who is generally able to resist or delay impulses to act. Your stable nature helps to put people at ease; coworkers will feel that they can predict your behavior and will open communication channels with you. Your result may indicate a tendency to:

- be deliberate and apt to survey a situation before responding.
- control your emotions and impulses to act.
- be considerate of sharing “airspace”, ensuring everyone has a chance to speak.
- be somewhat impulsive under times of stress or pressure.

Emotional Implications on the Job

Emotional Implications. Your emotions are usually expected visitors: you experience them, learn from them, and then take action based on this emotional knowledge. This deliberate experience of emotions prevents you from acting erratically when an emotion presents itself.

Strategies for Action

Impulse Inventory. There is still room for you to grow your understanding of what types of situations cause you to be impulsive.

- Conduct an inventory of what makes you impatient or impulsive. Think of the last couple of weeks of work—what reactions did you have that you wish you could take back?
- Write a list of what triggered these regrettable moments (e.g., stress, being caught off guard, team conflict). Being aware of specific triggers will help you plan to avoid them or practice your emotional response before they happen.

Learning from Regret. Rewriting a situation where you acted impulsively can help you see the positive effects of deliberate, contemplative action.

- For a situation or decision where you acted rashly, try to identify the emotion you were experiencing at the time. Was it frustration, anger, hopelessness?
- If you could rewrite the situation, what would you have done differently? How could you have exercised more control?
- Use this example of how you wished you had behaved as a goal. Try to demonstrate this behavior in the next two weeks, and make note of any positive effects your more controlled behavior had on yourself and those around you.

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(97) ↔ **Flexibility(107)**

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:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

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

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You and your Direct Reports agree that you tend to show control and restraint in the face of temptation or compelling urges but there are some instances where your emotions may override your normally deliberate behavior. Sample, your ability to stay the course allows others to have confidence in you and commitment to your direction. Strive for a consistent experience of your impulse control; being able to control impulses more consistently, particularly in times of stress, may further improve your relationships. *In which situations is it hard for you to resist your impulses to act? How does this affect your ability to make effective decisions?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	2	2	1.33	2		
Interrupts others	3	2	2	1.67		
Impulsivity creates problems	2	1	1.33	2		
Is impulsive	2	1	1.33	2.67		
Finds it hard to stop talking	4	2.5	2.33	2		
Reacts hastily	1	1	1.67	1.67		
Difficult to control impulses	2	1	1.33	2.33		
Finds it difficult to resist temptation	2	1.5	1.33	3		

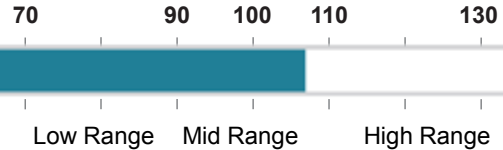
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Flexibility

Flexibility adapting emotions, thoughts and behaviors

107



What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Sample, 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(107) > Impulse Control(97)

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:

There is variability in how your rater groups rated your Flexibility--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:

Compared to the rating of your Manager(s), you perceive yourself as less flexible. These results can occur when you outwardly display flexibility, but internally feel uncomfortable with change. Though you may find it easier to act out the change required (e.g., adjusting your project schedule to accommodate new technology), coping with your feelings about that change (e.g., fear, worry) could be harder than you let on. In certain situations, you are likely to be more flexible than in others (for example, when a change comes from a higher authority), and it is cases like these that might be contributing to the disagreement in your Flexibility ratings. *What does being flexible mean to you? Are there circumstances where you feel less flexible and more inclined to maintain the status quo?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You agree with your Direct Reports 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. Sample, both you and your Direct Reports would probably agree 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. *Why do you think the closest agreement with your self-rating of Flexibility is with your Direct Reports? What do you think is the basis for their feedback?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change own opinion	3	2	3.33	2.67		
Does not like unfamiliar situations	3	1.5	2	1.67		
Hard to change own ways	2	1	3.67	1.67		
Has difficulty compromising	2	1.5	2.67	2.67		
Uneasy with last-minute changes	2	1	2.33	1.67		
Finds it hard to make changes	2	1	2	1		
Needs things to be predictable	2	1	2	1.33		
Uneasy with change	2	2.5	2	1.33		

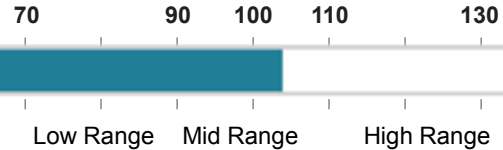
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Stress Tolerance

Stress Tolerance coping with stressful situations

104



What You Said:

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Sample, 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(104)

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

Stress Tolerance coping with stressful situations



Low Range Mid Range High Range

What Your Raters Said:

There is variability in how your rater groups rated your Stress Tolerance--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 groups whose scores were most different from your self-assessment:

YOUR MANAGER and DIRECT REPORTS

How your MANAGER and DIRECT REPORTS rated you:

To your Manager(s) and Direct Reports, you appear to be handling stress better than you think you are handling it. This discrepancy could mean that you do not visibly display the signs of stress or fatigue, even though physically and emotionally you may be feeling it to some degree. Individuals who find themselves in this situation are prone to burnout or illness as they have the tendency to take on more work given their composed demeanor, and may be less likely to get the help they need. Consider reasons why these rater groups might believe you to be more tolerant of stress. Do you tell them that everything is under control when in fact you feel overwhelmed? *Why would your Manager(s) and Direct Reports give you a higher rating on Stress Tolerance than you gave yourself?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

Sample, you and your Peers agree that you generally withstand adverse events and stressful situations but there are times when mounting pressure might cause you to lose your composure. Both you and your Peers 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. Keep in mind that not all raters agree with your self-rating, so there may be interactions with certain individuals in which you are more tolerant or less tolerant of stress. *What strategies do you use to cope with stress? What do you think is the reason for the agreement between you and your Peers regarding how you handle stress?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	4	4.5	5	4.33		
Can't think clearly when under stress	2	1	1.67	1.33		
Thrives when challenged	4	4	3.67	4		
Handles stress well	4	4	4.33	4.33		
Performs well under pressure	4	4.5	3.67	4.67		
Copes well	4	4.5	4.33	4		
Handles upsetting problems	4	3.5	3.33	4.33		
Does not react well to stress	2	1	2	1.33		

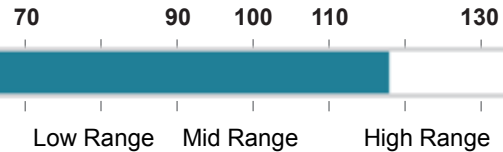
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Optimism

Optimism positive attitude and outlook on life

118



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. Sample, your result shows someone who is extensively optimistic and almost always sees the world in a positive light. Some characteristics of your result are:

- you approach the world with a “glass half-full” attitude.
- you believe in yourself and others and rarely give up prematurely.
- you inspire those you work with to overcome challenges.

Emotional Implications on the Job

Emotional Implications. People who are strong optimists tend to focus on positive emotions, which promotes happiness in oneself and those around you. Remember, however, that there are times when negative emotions such as fear, anger, and disgust must be acknowledged, as a stepping stone to positive outcomes.

Strategies for Action

Grounded Optimism. Ideally, optimism is rooted in rational thought and logic. To check that this is the case for you, try:

- asking for feedback on the goals you have set.
- looking for past cases where what you are proposing was achieved.
- seeking buy-in from others. Watch for signs of hesitation or questions about the feasibility of what you are asking.

By incorporating some of these checks into your daily routine, you can confirm whether your goals will bring others along with you or leave them behind in the dust.

Keep it Real. Your high optimism can be a great strength; however, it is important that you remain realistic about the challenges you are willing to undertake. Stretch goals are important, but make sure they are within your capacity. Prior to undertaking new challenges, take time to evaluate all elements of the task and identify whether or not you have the emotional, social, financial, and technical resources to meet the challenge. If not, is help available?

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(118) ↔ Reality Testing(99)

Your Optimism is higher than your Reality Testing. To achieve balance in these components, look to ground your goals and expectations by seeking concrete evidence to support your plans, and by seeking confirmation from others when needed. The idea is to find an optimal balance between optimism and being realistic.

Optimism

70 90 100 110 130

Optimism positive attitude and outlook on life


Low Range Mid Range High Range

What Your Raters Said:

There is variability in how your rater groups rated your Optimism--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 PEERS

How your PEERS rated you:

Your Peers rated you as less positive and resilient than you rated yourself. This discrepancy suggests that regardless of how optimistic you feel, your actions and words are being perceived as less optimistic by your Peers. In your interactions with this rater group, be vigilant that you are communicating and using actions that show you are as hopeful for the future as you feel. Otherwise, your ability to inspire and lead might be compromised if pessimism is sensed in the way you make decisions, formulate plans, or resolve setbacks. Consider also whether your self-assessment is realistic. Although we have good intentions about seeing the best in people and situations, our experience, role expectations, and policies may cloud our perceptions and actions. *What could be an implication of your Peers thinking you are less optimistic than you really are?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You and your Direct Reports would describe you as consistently positive and hopeful about the future, and as someone who is able to see opportunities and possibilities that others may overlook. Sample, in times of stress, your Direct Reports would probably say that you focus on the positive aspects of a situation, bounce back from difficulties, and rally others to do the same. This positive outlook helps you to not only manage stress, but also to set stretch goals and communicate a hopeful vision that together can bring out the best in yourself and others. Provided your optimism is not unrealistic, your Direct Reports might rely on you for a positive viewpoint or evaluation. Check with your raters to see if they experience the same level of positivity when working with you. *Why do you think there is more agreement between you and your Direct Reports than between you and the other rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	4	4	4.33	4.67		
Is optimistic	4	4	3.67	3.67		
Expects the worst	1	1	1.67	1		
Hopeful for the future	5	4.5	4	4.67		
Sees the best in people	5	4	3.33	4.33		
Has good thoughts about the future	5	4	3.67	4.67		
Expects things to turn out all right	5	4	4	4		
Has a positive outlook	5	4	4	4.33		

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.

Well-Being Indicator

Happiness satisfied with life; content

115

70 90 100 110 130

Low Range Mid Range High Range

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

Sample, 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 (Emotional Self-Awareness and Empathy) to identify ways your Happiness can bolster these areas. 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 (101)

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 (118)

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 indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

- What thoughts help you remain optimistic during more difficult times?
- Are there any situations where you feel less optimistic? If so, how can you improve or deal better with those situations?

Interpersonal Relationships (106)

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 (111)

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

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

Well-Being Indicator

70 90 100 110 130

Happiness satisfied with life; content



Low Range Mid Range High Range

What Your Raters Said:

Sample, 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	1.33	1		
Is not happy with his/her life	1	1	1	1		
Is enthusiastic	5	4	3.33	4		
Is happy	5	4	4.33	4.67		
Is satisfied with his/her life	5	4	4.33	4		
Is excited about his/her life	5	4	4	4.33		
Looks forward to his/her day	5	4	3.67	4.33		
Is content	3	4	4.33	3.33		

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 _____