



EQ360®

LEADERSHIP EQ 360

REPORT

David Duncan
Direct Reports (3), Peers (3), and Manager (1)

July 13, 2012



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.

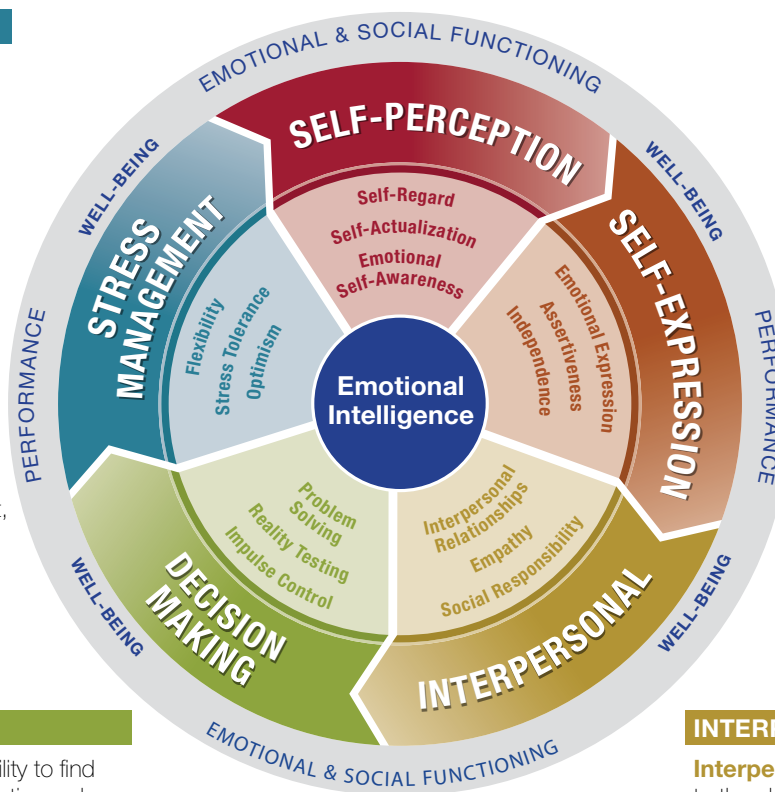
Optimism is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

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.

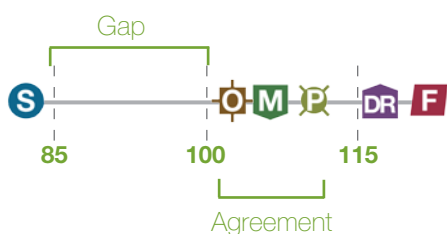
Empathy is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

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.

Your 360 Lens

The EQ 360 is a multi-rater 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.

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



It is important to start with your self-evaluation 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.”

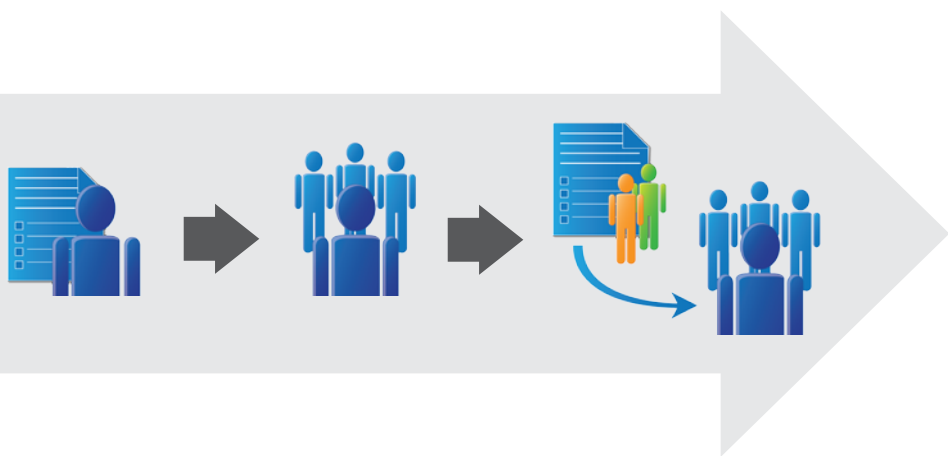
How to read this report. This report contains information gathered from both yourself (self-rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

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 previous 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 start by examining your self-evaluation results, and understand what these results mean in regards to your leadership abilities. When you are comfortable with your self-evaluation results, you should dive into the responses provided by others and understand how they see you as a leader.



■ Your Leadership Lens

Understanding Your Report

You will find this report has many unique features linking your own evaluation of EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. These sections examine your self-report results using four key dimensions of leadership:

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

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

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

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

Emotional Intelligence and Leadership

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

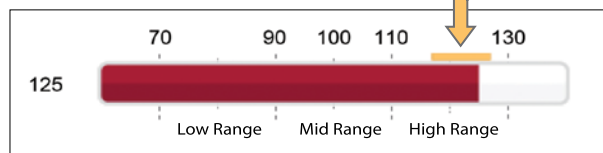
Getting the Most Out of Your Report

Keep the following tips in mind as you work through your EQ 360 Leadership Report:

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

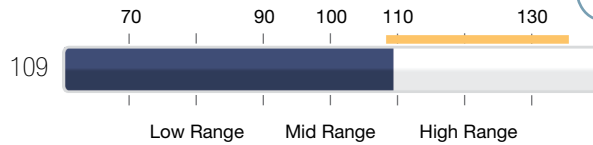
Leadership Bar

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



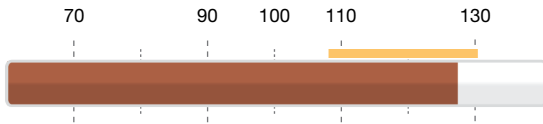
Executive Summary

Total EI



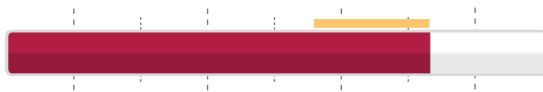
Highest 3 Subscales

Assertiveness (127)



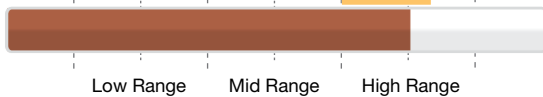
Your result suggests that you are a leader who shares your thoughts and maintains a strong position when your beliefs are challenged. Remain aware of being assertive as opposed to aggressive. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is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

Self-Regard (123)



You have a strong sense of your strengths and weaknesses, which enables you to take a confident and self-assured leadership role. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is little agreement between your self-assessment and your raters' feedback.

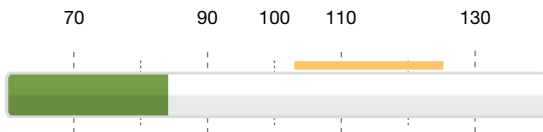
Independence (120)



You rarely depend on others to make important decisions, or to approve of your decisions. As a leader it is important to consider if your strong independence means you have a tendency to leave others behind. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

Lowest 3 Subscales

Impulse Control (84)



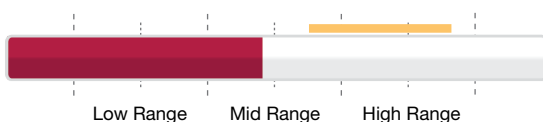
You may have a tendency to make rash decisions that can overwhelm your team. Work on this area to avoid being derailed by the temptation to act, particularly when others are not on board with your decision. Your result on this subscale falls *below* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

Empathy (94)



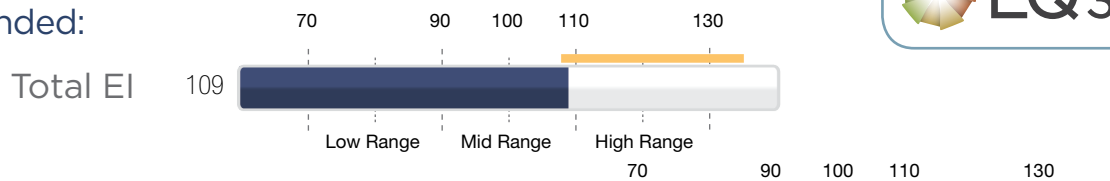
You are slightly less empathic than most, making it difficult to form authentic connections with those you lead. Watch for times when you might not consider the needs of others. Your result on this subscale falls *below* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

Emotional Self-Awareness (98)

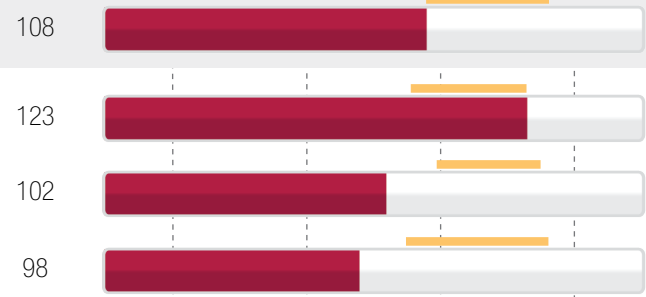


You may be a little less aware of your emotional triggers and reactions than others. This may make it difficult for you to pick up on all emotional cues. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

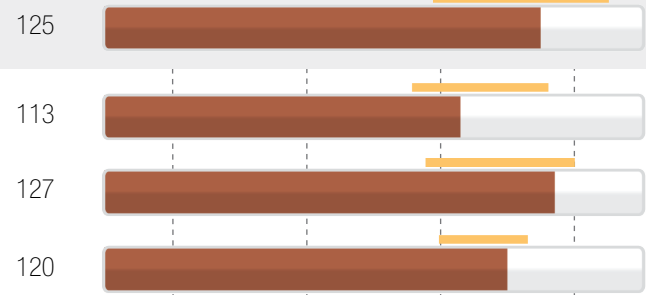
How You Responded: Overview



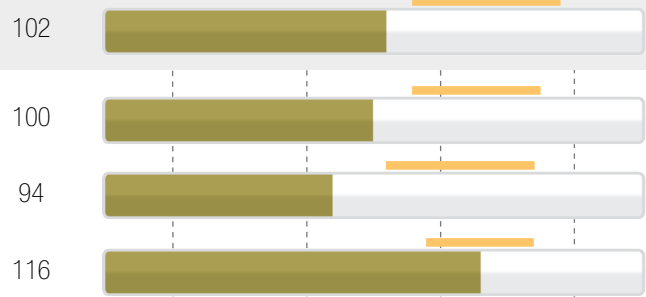
Self-Perception Composite



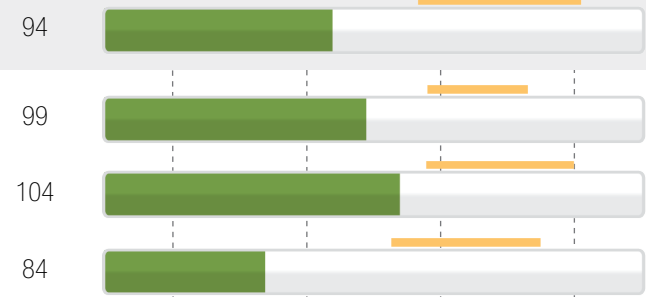
Self-Expression Composite



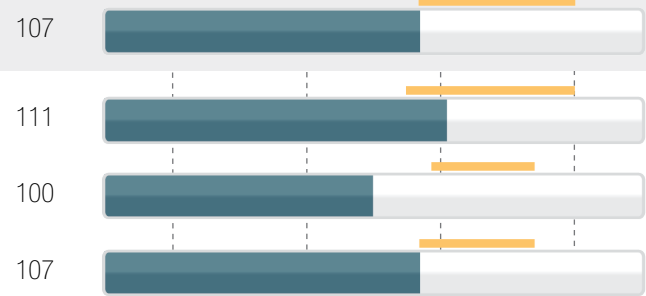
Interpersonal Composite



Decision Making Composite



Stress Management Composite



70 90 100 110 130
Low Range Mid Range High Range

How You Responded: Leadership Potential

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

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

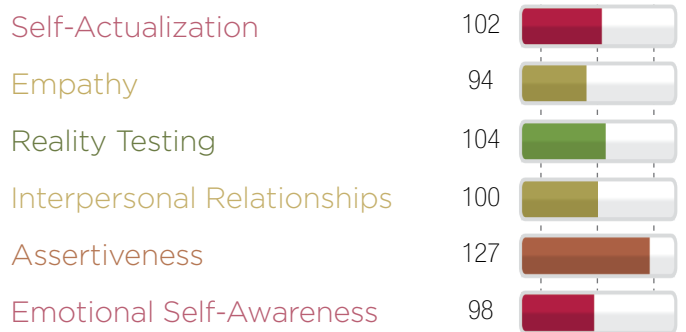
Authenticity

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



Coaching

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



Insight

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



Innovation

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



Leadership Derailers

David, you may be at a **high risk of derailment** as you received a lower result in Impulse Control and a moderate result in Problem Solving. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Consider rater feedback for alignment in these areas of potential risk. You would benefit from strengthening any lower scoring subscales and be especially cognizant of any scores below 90.

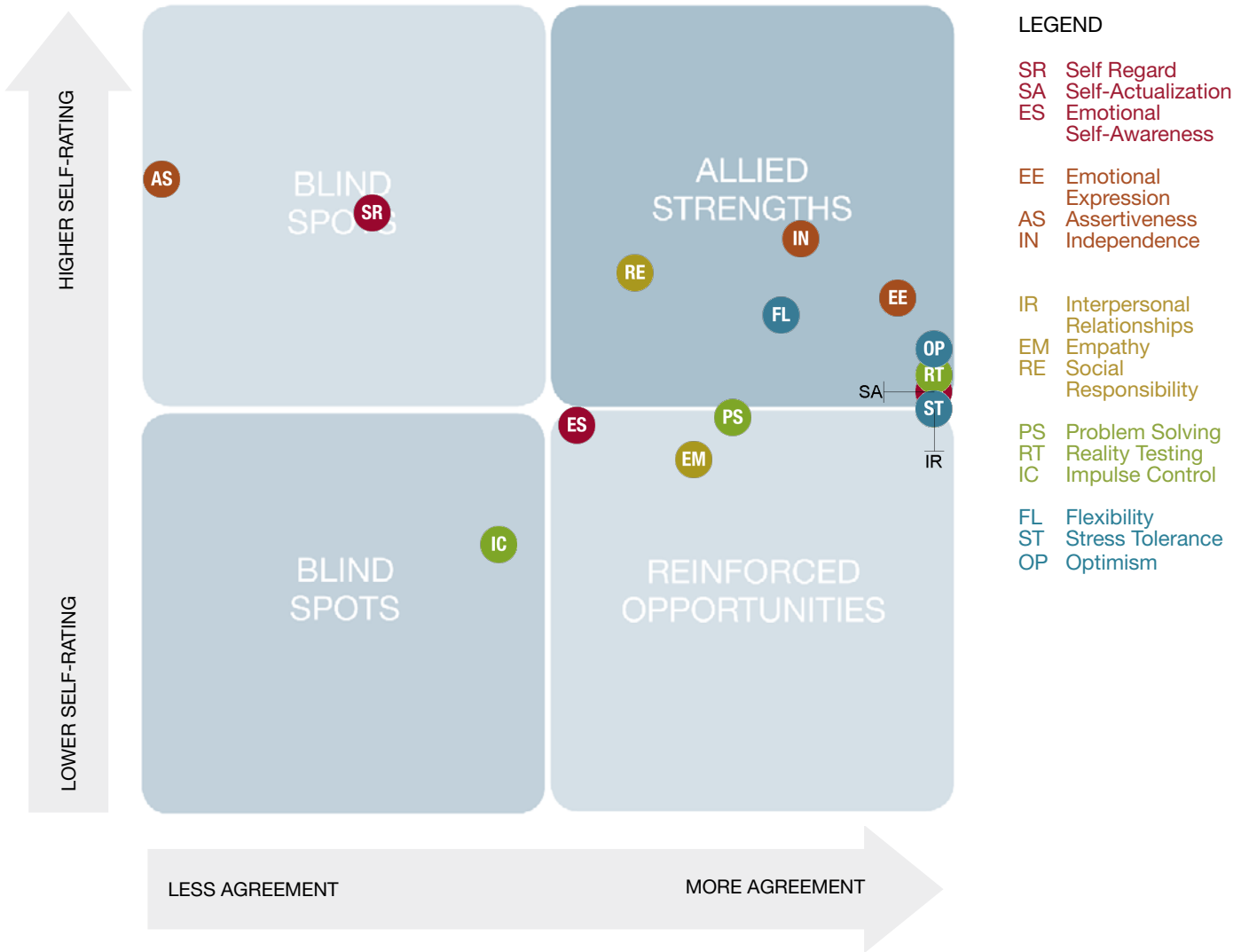


Profile Gap Analysis

Agreement between self scores and each rater score

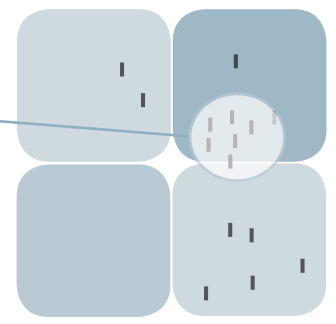
The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you. It compares your self score and the scores you received from each individual rater, across the various subscales.

- The horizontal axis shows you how much agreement there is between your self scores and the ratings from your raters. 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-ratings. 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, you can begin to discover the richness of the data collected from your colleagues and how this compares to your self-ratings. 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						109	105	107	106		

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						108	106	109	109		
Self-Expression						125	110*	116	119		
Interpersonal						102	103	105	102		
Decision Making						94	97	95	92		
Stress Management						107	110	111	111		

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

Self-Perception. Subscales in this composite address the 'inner-self' and assess your feelings of inner strength, confidence, and 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
Number of raters								1	1	3	3		
Self-Regard								123	104*	112*	111*		
Self-Actualization								102	103	106	107		
Emotional Self-Awareness								98	108*	107	108*		
Emotional Expression								113	114	117	119		
Assertiveness								127	102*	113*	112*		
Independence								120	110*	112	116		
Interpersonal Relationships								100	102	106	99		
Empathy								94	105*	102	100		
Social Responsibility								116	101*	108	109		
Problem Solving								99	114*	107	103		
Reality Testing								104	108	107	104		
Impulse Control								84	74*	75	71*		
Flexibility								111	123*	116	116		
Stress Tolerance								100	103	105	102		
Optimism								107	102	108	112		

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

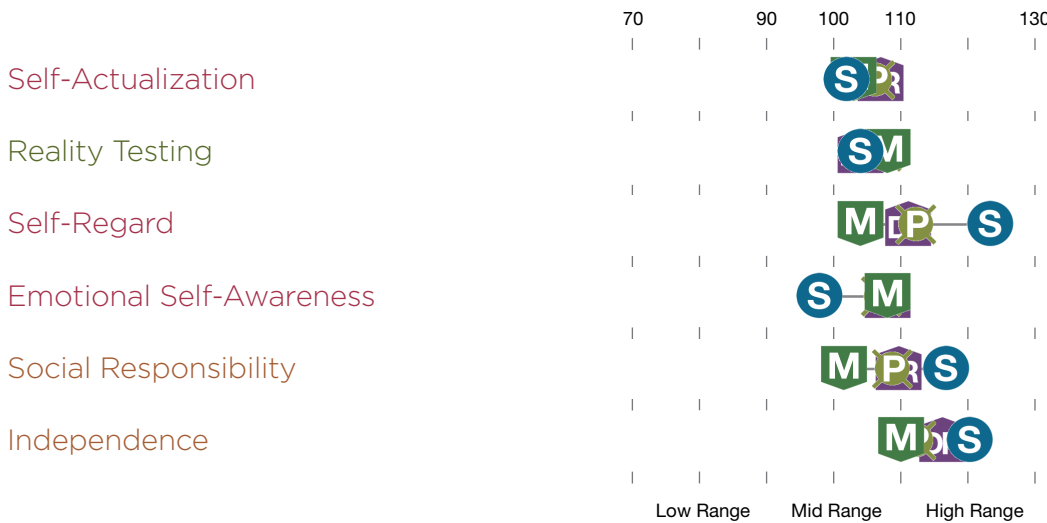
How Your Raters Responded: Leadership Potential

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

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

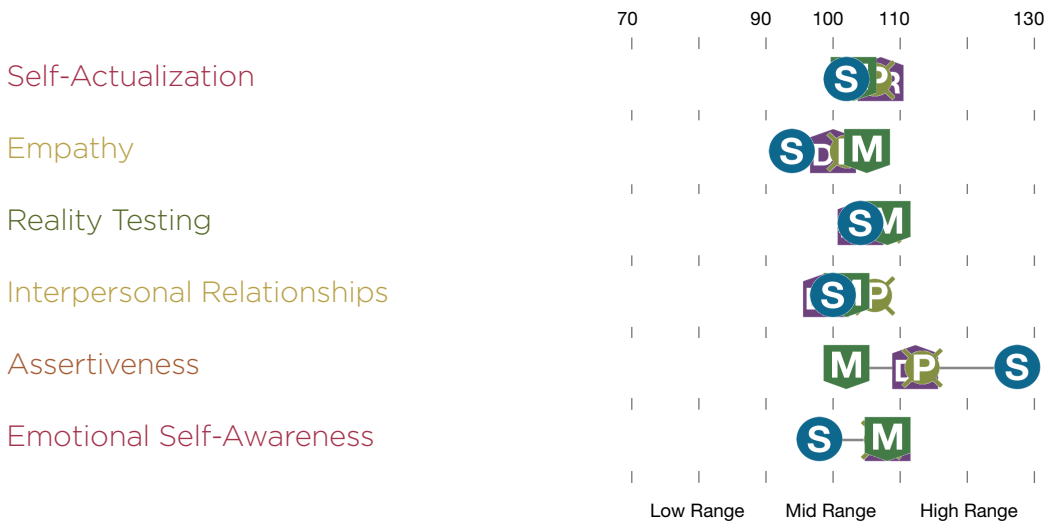
Authenticity

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



Coaching

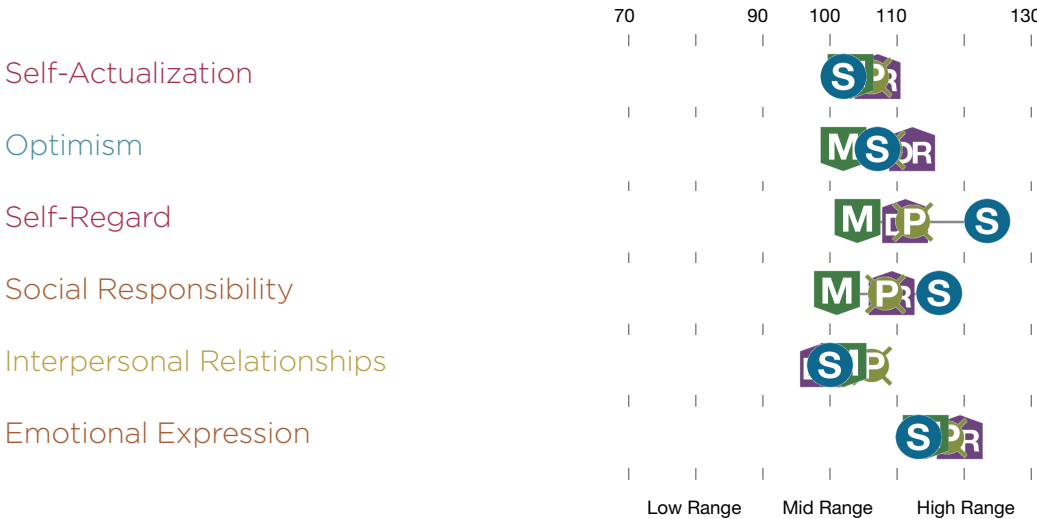
A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



How Your Raters Responded: Leadership Potential

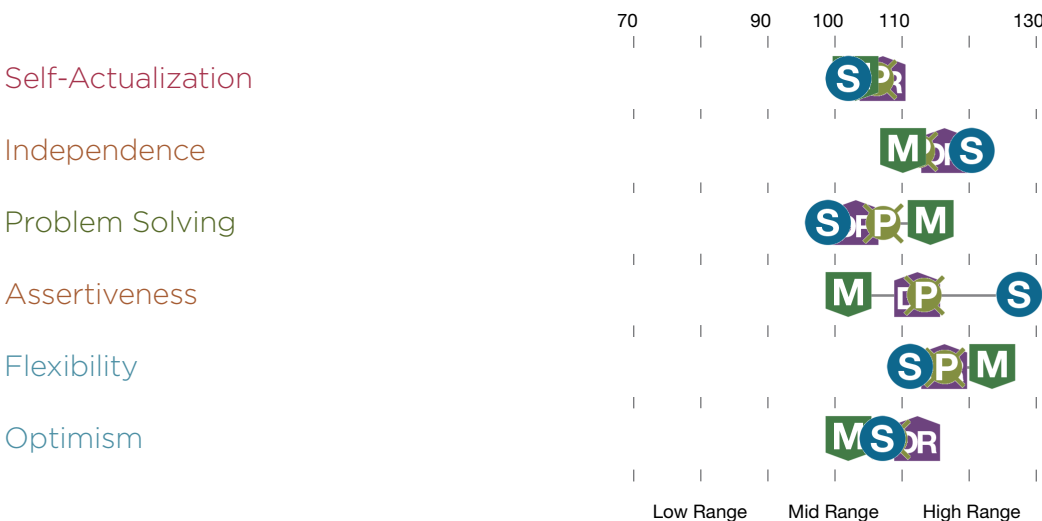
Insight

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



Innovation

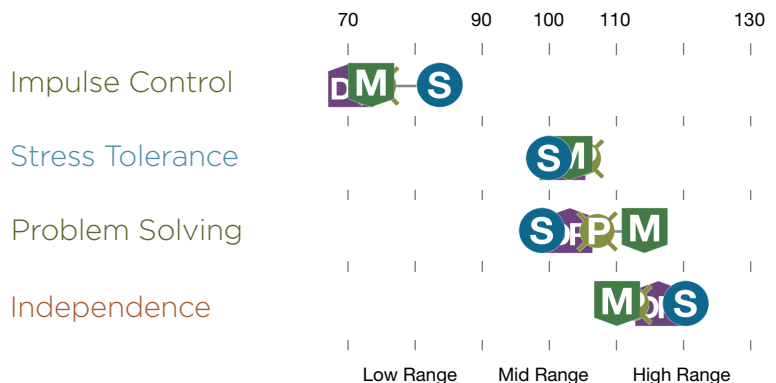
An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



Leadership Derailers

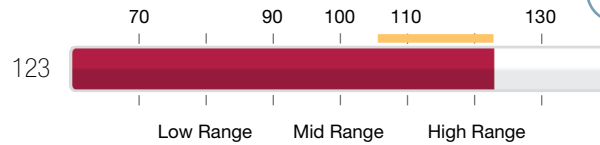
Although scoring low on any EI subscale is a potential contributor to leadership derailment, our research suggests that the four EI subscales presented to the right will have the biggest implications for leadership derailment.

This section presents how you were rated on these four subscales. Please refer to the "How You Responded: Leadership Potential" page for further details about how these scores could affect your Leadership Potential.



Self-Regard

Respecting oneself; Confidence



How You Responded:

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

- Exercise your considerable influence on key, strategic decisions.
- Demonstrate courage to stick by your convictions even in the face of dissenting viewpoints.
- Use a leadership approach that leverages your strengths and delegate tasks in your weaker areas.
- Want to ensure that your perception of your strengths is supported by objective evidence, otherwise you run the risk of being seen as overconfident in your abilities.

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

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Regard (123) ➤ Problem Solving (99)

Your Self-Regard is higher than your Problem Solving. These components work effectively together when self-confidence promotes the feeling that you can and will succeed. Therefore, cultivate a feeling of resilience and perseverance to commit to finding required solutions.

Self-Regard

Respecting oneself; Confidence



How Your Raters Responded:

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

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

MANAGER

How your MANAGER rated you:

You rated yourself higher in Self-Regard than your Manager. An implication of this result is that your self-perception may not be grounded in objective evidence, or at least not the same evidence that is used by your Manager to gauge your self-confidence. Although you rated yourself higher in Self-Regard, your Manager may see you as being more modest, insecure or self-critical. If you continually downplay your ability to others, you may convey a sense of reduced self-worth and misrepresent some of your strengths. Take advantage of challenging opportunities that allow you to demonstrate your skills. *What examples can you think of that would lead your Manager to rate you lower in Self-Regard?*

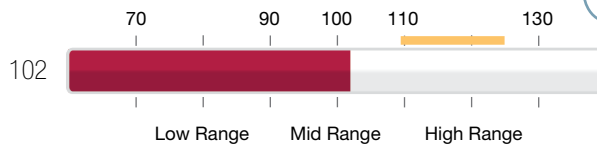
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	5	5	5	5		
Feels sure of self	5	4	4.33	4.67		
Doesn't feel good about self	1	1	1	1		
Lacks self-confidence	1	1	1	1		
Finds it hard to accept the way he/she is	1	2	1	1		
Thinks highly of himself/herself	5	4	4.33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

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

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

Self-Actualization

Pursuit of meaning; Self-improvement



How You Responded:

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, as a leader it means finding purpose and enjoyment in your role and performing to your fullest potential. David, your result suggests that you operate with a slightly higher sense of accomplishment and resolve than most leaders, which spurs both you and the organization to strive for greatness. Your result may mean that:

- You operate with an energetic focus and involvement in your business objectives.
- You achieve the goals you establish for the organization, although you may benefit even more by setting stretch goals that challenge yourself and others.
- For the most part, you believe you are fulfilling your potential.
- On rare occasions, you may not be making optimal use of your full skill-set.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. You are likely leading people with a moderate sense of mastery and accomplishment. You usually motivate your employees to achieve their potential, and you ignite their ingenuity and resolve to achieve personal and professional goals. You may benefit from striving even harder to be the best you can be so that your work and personal life are as meaningful as possible.

Organizational Implications. You are perceived as a person who is striving to learn, developing new skills and willing to grow in order to fully optimize your talents. If strengthened, this quest could permeate the entire organization, as employees may emulate your approach. This drive for self-fulfillment may stimulate higher productivity and greater employee satisfaction. Continue to work on achieving the zenith of your potential so that employees may learn from this style.

Strategies for Action

One Small Step. Transcribing your objectives is a great strategy to solidify your action plan as you work toward greater self-actualization.

- By writing your action plan on paper or sharing it with a colleague, you solidify your goals. Choose one small strategy for making your life more enriching and share this with a colleague or place it in your calendar. Or, is there a way you can get your whole team involved in adding more meaning to the workday? Research clearly demonstrates that the likelihood of successful goal attainment increases by the mere fact of simply writing down your goals.

Capitalize on Strengths. You are already aware of your passions, though at times you may not realize it.

- List tasks in which you excel (e.g., chairing meetings, producing comprehensive financial reports), and try to incorporate these activities throughout the workday. If you feel unsure of your areas of strength, pinpoint pursuits in which you receive many compliments, or ask your colleagues for feedback. These activities will reinvigorate your zeal for work and improve your productivity.

Balancing Your EI

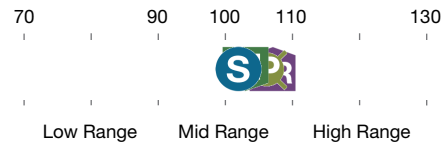
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization (102) < Self-Regard (123)

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

Self-Actualization

Pursuit of meaning; Self-improvement



How Your Raters Responded:

David, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of 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 show an above average level of self-motivation and drive to achieve personally relevant and challenging goals. This consistency in ratings means that you and your raters believe that you have something to contribute, but that you could benefit from showing a greater drive to reach more challenging goals and greater enrichment in your work and personal life. Self-Actualization is a continuous process, and improvement can always be made. Continue to expand your interests and contributions in your personal and professional worlds, and seek tasks that make good use of your natural abilities. *How can you ensure that your goals and contributions are in line with the expectations of your raters?*

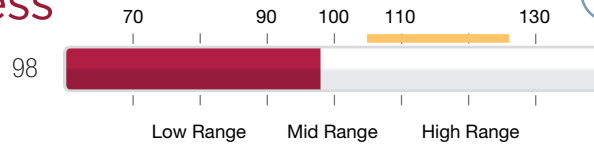
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	5	4	5	4.67		
Has something to contribute	5	5	5	5		
Seeks enriching experiences	4	4	4.33	4.33		
Self-motivated	4	4	4	4.33		
Makes good use of abilities	4	4	4	4		
Strives to be the best he/she can be	4	5	4.33	4.33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

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

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Emotional Self-Awareness

Understanding own emotions



How You Responded:

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behavior and control the impact your emotions have on employees in the organization. David, your result indicates that you are slightly less in touch with your emotions than most, and that you may have moments when managing emotions proves challenging for you. However, you do have a foundation of self-awareness, and small improvements here could make large improvements in your path towards leadership development. It is likely that you:

- Understand what triggers your emotions and how performance is impacted.
- Have the ability to channel your emotions into constructive action.
- Still have a few emotions that make you uneasy or are difficult for you to fully comprehend.

You scored below the leadership bar on Emotional Self-Awareness and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. You are usually aware of your emotional triggers and reactions. For instance, knowing that competing priorities lead to stress and anxiety, you can help direct efforts to delegate work and secure additional resources. You have a realistic appraisal of your emotional reactions that helps you to monitor your emotional states; however, some emotions may remain undetected and "under the radar."

Organizational Implications. You are generally attuned to your emotions, and this likely helps you handle most challenges in the organization. You can usually admit to mistakes without being unduly swayed by your emotions. This comfort discussing your emotions allows you to lead with authenticity and a candid approach that helps you gain credibility and buy-in with employees. You are generally able to manage tense and perhaps overwhelming situations, although there is room to improve on how you use and recognize the full spectrum of emotions.

Strategies for Action

Act the Way You Want to Feel. Acting or forcing yourself to embrace emotions can fool your body into experiencing emotions that run counter to your prevailing mood.

- By being aware of your emotions, you have the power to change your emotional reactions to situations. For instance, in a situation of intense pressure, force yourself to smile, or relax your posture and roll your shoulders. You will be surprised by the change in your emotional reaction.
- Choose three emotions (e.g., fear, anger, elation) and write down five techniques that you can subtly use to change your emotional reaction. The more strategies you have at your disposal, the more emotionally agile you will become.

Ask for Feedback. Solicit feedback from colleagues you trust and who know you well.

- These trusted associates can provide candid information about how your emotions impact them. Rather than navigating the office with an "emotional blindfold," this knowledge will empower you to alter your emotions, allowing you to achieve the desired effect and help you to manage your mood more effectively.

Balancing Your EI

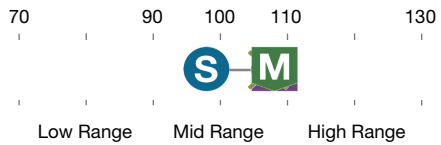
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. The subscale that differs the most from Emotional Self-Awareness is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Self-Awareness (98) < Emotional Expression (113)

Your Emotional Self-Awareness is lower than your Emotional Expression. Try to explain why you are expressing a certain emotion. For example, provide reasons for why you are worried about an upcoming business meeting—don't just be worried. Aligning these components helps you manage your own emotions more effectively, and helps others to more effectively deal with the underlying cause.

Emotional Self-Awareness

Understanding own emotions



How Your Raters Responded:

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.

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

DIRECT REPORTS
MANAGER

How your DIRECT REPORTS AND MANAGER rated you:

You are perceived by your Direct Reports and Manager 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 Direct Reports and Manager, 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 these people think 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 these rater groups feel 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?*

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

PEERS

How your PEERS rated you:

You agree with your Peers that you pay attention to, and understand your emotions in most situations. You may be in tune with some emotional triggers and resulting physiological sensations, but perhaps there are emotions you are better at identifying where others slip by unrecognized. Ensure that you demonstrate your emotional understanding in a way that is appropriate given the nature of your relationship with different people, which can improve your ability to communicate and interact more effectively. *How can you ensure you are demonstrating your Emotional Self-Awareness consistently across rater groups? What are the benefits of agreement with your Peers when assessing your Emotional Self-Awareness?*

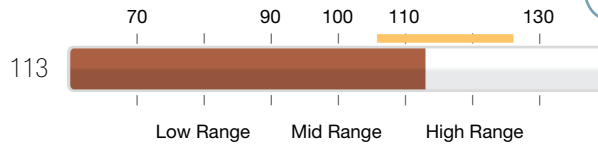
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	3	4	4.33	4		
Aware of how own mood impacts others	4	4	3.67	4		
Knows what triggers own emotions	4	4	3.67	4		
Aware of own feelings	4	4	4	4		
Recognizes when he/she is upset	4	4	4	4		
Understands how others' emotions affect him/her	4	4	4	4		
Knows which emotions affect his/her performance	4	4	4	4		

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

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Emotional Expression

Constructive expression of emotions



How You Responded:

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

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

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

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

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

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

Make the Connection. Tie your emotions to the potential impact that will arise from communicating the source and reason of your emotions. Emotions backed by clear rationale have the best chance of engaging others in your cause. For example, rather than just being anxious, prepare something along the lines of the following: "I am really anxious about meeting our timelines for this product. I'm anxious because we have lost time due to errors we have found in the process. If we don't test the product thoroughly, I am concerned we will lose thousands with a late product."

Balancing Your EI

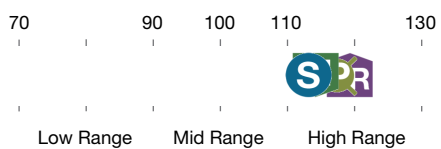
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Expression (113) ➔ Empathy (94)

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

Emotional Expression

Constructive expression of emotions



How Your Raters Responded:

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

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

How your rater groups rated you:

Your rater groups agree with you that you can easily express your emotions. They would describe you as comfortable expressing emotions across different situations. They have probably seen you express yourself in a variety of ways using tone, body language, facial expressions, and an expansive emotional vocabulary to clearly articulate how you feel. People rarely have to guess how you feel about a particular decision or course of action. Your emotional expression helps to build two-way communication, heal interpersonal conflict, and gain the emotional, social, and tactical resources needed to be successful in your role. *In what ways can you leverage emotional expression skills to strengthen other EI skills? Are there any drawbacks to having such a high level of Emotional Expression?*

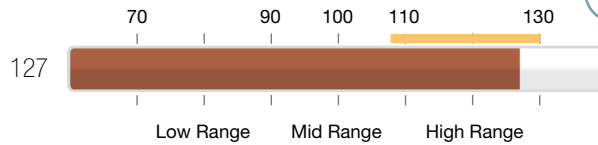
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	2	1	1.33	1.33		
Easily expresses feelings	4	4	4.33	5		
Has difficulty expressing intimate feelings	1	2	1.67	1.67		
Talks to others when sad	4	4	4	4		
Difficult to show feelings to others	2	2	1.67	1.33		
Difficult to show affection	1	1	1.33	1.33		
Has difficulty describing feelings	1	2	1	1.33		
Hard to smile	2	1	1	1		

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

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■ Assertiveness

Communicating feelings, beliefs; Non-offensive



■ How You Responded:

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

- You are firm and direct when making decisions.
- You guide your team toward your goals by articulating your needs and protecting their resources.
- You view your rights and those of your team's as sacred.
- You may need to watch that you don't appear too aggressive or overly focused on promoting your interests to the team, and your team interests to the organization. An effective leader balances strong assertiveness with strong empathy.

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

■ Leadership Impact



Authenticity



Insight

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

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

■ Strategies for Action

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

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

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

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

■ Balancing Your EI

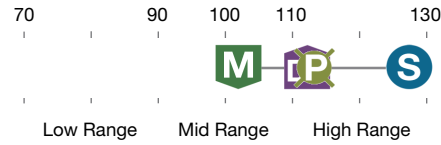
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. The subscale that differs the most from Assertiveness is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness (127) ➔ Empathy (94)

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

Assertiveness

Communicating feelings, beliefs; Non-offensive



How Your Raters Responded:

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

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

MANAGER

How your MANAGER rated you:

You rated yourself higher on Assertiveness than did your Manager. This gap suggests that you see yourself being more firm and direct than what is experienced in interactions with your Manager. Perhaps there are instances where this rater group had expected you to take a more assertive stance than you did, or maybe you feel assertive in your thoughts or intentions, but that ability to make your voice heard is not always translated into observable actions. Remember that in any role, and especially in leadership positions, your assertiveness is constantly on display. If your assertiveness is inconsistent, interactions with you can be more difficult. That is, because you speak up for yourself sometimes, people will assume you are comfortable doing so. When you do not, they will assume that you are content when you may not be. *What do you think explains the difference between your self-ratings and those of your Manager?*

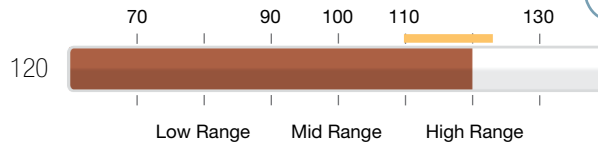
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	1	2	1.33	1.33		
Says "no" when needed	5	4	4.67	5		
Is assertive	4	4	4	4		
Says so when he/she disagrees	5	4	4	4.33		
Firm and direct	5	4	4.67	4.67		
Stands up for own beliefs	5	4	4.67	4		
Tells people what he/she thinks	5	4	4.67	4.33		

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

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Independence

Self-directed; Free from emotional dependency



How You Responded:

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

- You are comfortable providing direction and working on your own.
- You can work without emotional dependency on others, and don't require their reassurance.
- You accept responsibility for your decisions, knowing that at times people will disagree with you.
- Be cautious that you don't appear so independent that your team feels you overlook their feedback and involvement.

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

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

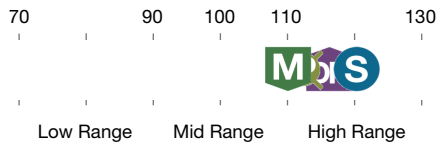
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Independence (120)  Emotional Self-Awareness (98)

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

Self-directed; Free from emotional dependency



How Your Raters Responded:

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.

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

MANAGER

How your **MANAGER** rated you:

The gap between how you and your Manager 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 Manager. 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 Manager. Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Manager 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?*

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

DIRECT REPORTS

How your **DIRECT REPORTS** rated you:

You and your Direct Reports 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. David, this independent approach shows initiative and suggests that you take responsibility for your actions when direction is limited. A note of caution for independent people is to ensure that you include others not only in an effort to gather relevant information, but to achieve full support and buy-in for decisions. Check in regularly with your rater groups to ensure your preference for autonomy does not spur feelings of neglect or lack of involvement in your decisions. *At what point do you think independence can become counterproductive? Would your other rater groups agree with this?*

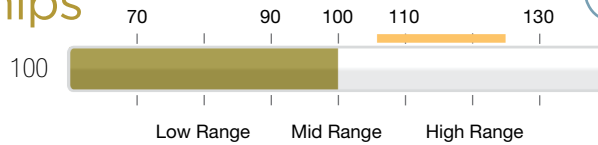
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	1	2	1.33	1.33		
Clings to others	1	1	1.33	1		
Easily influenced	2	2	2	1.33		
Prefers job where told what to do	1	2	1.67	1		
Difficult doing things on own	1	1	1	1		
Needs reassurance	1	1	1	1.33		
Needs others	1	1	1.67	1.67		
More of a follower	1	2	1	1		

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

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Interpersonal Relationships

Mutually satisfying relationships



How You Responded:

Leadership cannot exist without strong relationships. While you likely have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Your result suggests that you focus on building strong relationships to inspire your team around the organization's vision and to reach innovative outcomes. David, you can think of interpersonal relationships as your medium to encourage learning, share new ideas and gain buy-in for your vision—all in an effort to engage your team in reaching common goals. You likely:

- Know your team members' hidden and visible strengths and weaknesses.
- Are generally approachable and encourage the exploration of fresh ideas and risks.
- Are seen as a sociable leader, however your relationships would be even stronger if you honed this skill.

You scored below the leadership bar on Interpersonal Relationships and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your Interpersonal Relationships result indicates that most of the time you work as a connected leader who coaches and mentors others to reach their potential. While there is still room for improvement, you value building authentic relationships that help your team to feel comfortable in sharing information and insight for decision-making. Develop this skill further by building connections beyond your comfort zone.

Organizational Implications. Most of the time, you use interpersonal and networking skills to gain resources for your team. You are likely able to make a mark on the organizational stage, impacting decisions with information sourced from a variety of relationships. Although there is room for you to broaden your relationships, you understand that mutually-beneficial relationships can help you gain the support that your team needs and create a positive team and corporate culture.

Strategies for Action

Recognition Goes a Long Way. Remember to express recognition and celebrate individual and team success consistently.

- Through simple acknowledgments, reward people for achievements, meeting challenges, and upgrading their skills and knowledge.
- Do you know what kind of recognition your team members prefer? Not everyone likes a reward given in front of their peers.
- Find opportunities to improve your interpersonal skills; walking around the office and engaging in team discussions can be a management practice to help you understand your colleague. These opportunities can help expose you to the type of recognition people prefer.

Building Trust. Building resilient and trusting relationships with all people, regardless of your feelings toward them, is crucial to navigating the political landscape of your workplace.

- Identify the people with whom you have not developed a strong relationship. List areas of these relationships you'd like to improve.
- Reflect on this list and explore what you have done to earn their trust. List what you think each person needs from you.
- Next time you meet with these people, make note to confirm your perspective on their needs. Were you accurate or do they need something you had not thought of?
- Arrive at an action plan to support one another on achieving common goals and needs.

Balancing Your EI

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

Interpersonal Relationships (100) ← Independence (120)

Your Interpersonal Relationships result is lower than your Independence result. This relationship is a balance of doing things on your own and working with others. Recognize that there are situations where collaboration can be advantageous, but avoid disturbing others with tasks that are easily completed without assistance.

Interpersonal Relationships

Mutually satisfying relationships



How Your Raters Responded:

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

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

How your rater groups rated you:

You and your raters all agree that you easily socialize, open up to, and connect with people. The consistency between these ratings and yours suggests that you have similar expectations for how your relationships should be maintained; if there are unmet expectations, it is likely that you are experiencing them to a similar degree. However, 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 you build stronger relationships at work? *Are there people you would like to be closer to? How can you earn their trust and respect?*

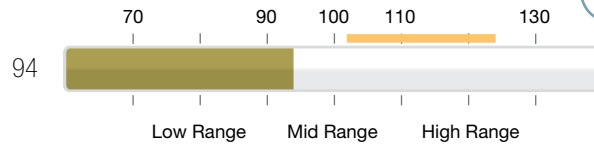
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily	4	4	4.67	3.67		
Enjoys talking	4	4	4	4		
Easy to approach	4	5	4.67	4.33		
Easy to confide in	4	4	4	3.67		
Fun to be with	4	4	4.67	4.33		
Team player	4	4	4.67	4.33		
Is sociable	4	5	4.67	4.33		
Has good relationships	5	4	4	4		

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

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

Empathy

Understanding, appreciating how others feel



How You Responded:

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. David, your result indicates that you are slightly less empathic than most people, although you are probably able to grasp what another person is feeling, even if it is much different from what you feel. Displaying more empathy as a leader will help you with coaching and developing your team, as well as helping you weather difficult conversations. With a result such as yours, you may find:

- You are "tuned in" to how others are feeling, but could benefit from showing this even more.
- You usually care about the thoughts and feelings of your team.
- You are not always seen as a "people-oriented" leader, possibly making decisions without considering the needs of your team.

You scored below the leadership bar on Empathy and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

- Listing all attendees and what needs and expectations each bring to the meeting.
- Predicting how they will act during the meeting. What issues do you need to be sensitive towards?
- Generating a number of questions that you can use during the meeting to further understand your team's needs.
- Keeping a journal that records your correct predictions (hits) and incorrect predictions (misses) of the issues and actions that would be brought forth. Reduce the number of misses by understanding individual team members on a deeper level.

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

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

Balancing Your EI

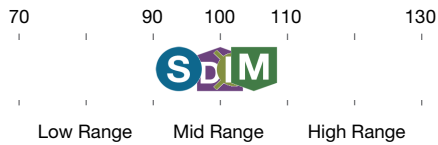
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy (94) < Emotional Expression (113)

Your Empathy is lower than your Emotional Expression. Before expressing emotions, be sure to consider the impact that your emotions can have on others. By displaying a greater balance of empathic behaviors, you will appear more supportive and less directive in your interactions with others.

Empathy

Understanding, appreciating how others feel



How Your Raters Responded:

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.

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

MANAGER

How your MANAGER rated you:

Your Manager 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 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, compared to your self rating? What are the consequences of this discrepancy?*

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

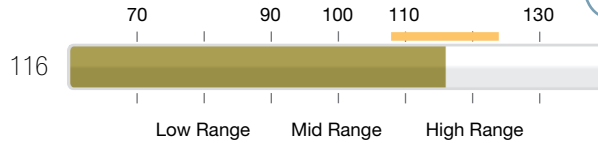
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	3	3	4	3.33		
Is empathic	4	4	4.33	3.67		
Understands the way others feel	4	4	4	3.67		
Avoids hurting others' feelings	2	4	1.67	2		
In touch with others' emotions	4	4	4	4		
Relates to others' emotions	4	4	4.33	4		
Respects others' feelings	5	4	4.33	4.67		
Sensitive to others' feelings	4	5	4	4.33		
Cares about others' feelings	4	4	4	4		

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

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Social Responsibility

Social consciousness; Helpful



How You Responded:

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

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

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

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

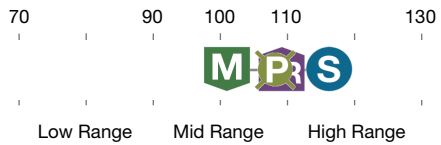
This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Social Responsibility (116) ➤ Empathy (94)

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

Social consciousness; Helpful



How Your Raters Responded:

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.

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

MANAGER

How your MANAGER rated you:

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

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

You and your Direct Reports 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, David, 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?*

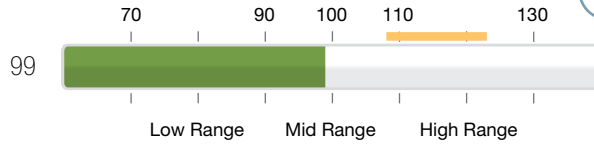
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	5	4	4.33	4.33		
Tries to make a difference in society	4	4	4	4.67		
Likes helping	4	4	4	4		
Is a contributing member	5	4	4.67	4.67		
Contributes to community	5	4	4.67	4.33		
Cares about social issues	5	4	4.67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

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

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Problem Solving

Find solutions when emotions are involved



How You Responded:

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognize how these emotions impact their decisiveness. David, this is an area where you fall just below average, sometimes falling victim to your emotions when decisions need to be made. Leaders who score in this range may not always tackle problems head-on and may evoke a sense of doubt and uncertainty in their fellow workers. Your result indicates:

- You are beginning to understand the role emotions play in your decision-making process.
- You may sometimes feel overwhelmed with the responsibility of making a decision.
- You would benefit from trying different ways and using different emotions when working through a problem.

You scored below the leadership bar on Problem Solving and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. While a majority of the time you tackle decisions head-on, there are clear instances when you tend to avoid making a decision or allow your decisions to be clouded by emotion. As a leader, it is important to be consistently decisive whether dealing with interpersonal conflict or performance management issues. Decisions should not be avoided due to their uncomfortable nature, as your team will find it difficult to rely on you for resolutions.

Organizational Implications. The foundation is there for you to find solutions when emotions are running high, and for the most part, you try to promote decisiveness and execution in your team and organization. There may be instances where you are not as responsive to problems as the organization would expect, and therefore improvements made here could help drive overall organizational agility.

Strategies for Action

Take a Wider View. Did you know that positive emotions have been shown to expand the scope of your attention and thinking? They literally widen your view, both visually and mentally.

- When you find yourself avoiding a problem or solving it using a conventional (but not necessarily effective) strategy, try putting yourself in a happier mindset.
- Read a congratulatory email, talk with a good friend in the office, or temporarily work on something you really enjoy. Then head back to your problem, and begin the brainstorming process of generating solutions.

Find the Right Path. When you find yourself worrying about a problem rather than fixing it, build a map for yourself and your team to reach your destination.

- Think of a problem that you have been mulling over for some time. Paint a picture for yourself and your team on what success would look like. Don't worry if you don't know how you will get there.
- Determine where you are now on the road to solving the problem. What is your current state? Brainstorm some paths that will help you reach the destination, and also the paths that are likely to derail you. This transparent process will help you tackle problems quickly and in a manner that gains credibility with your team.

Balancing Your EI

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

Problem Solving (99) < Flexibility (111)

Your Problem Solving is lower than your Flexibility. To balance these areas, consideration should be given to alternate solutions, but once a course of action is chosen it should be implemented with commitment. Ideally, you want to remain open to changing your plan when required, but doing so too frequently without due cause can be inefficient over the long-term, and create confusion for those around you.

Problem Solving

Find solutions when emotions are involved



How Your Raters Responded:

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.

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

MANAGER

How your **MANAGER** rated you:

Rating yourself lower than your Manager 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, 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?*

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

DIRECT REPORTS

How your **DIRECT REPORTS** rated you:

You and your Direct Reports agree that you usually manage and even leverage the right emotions when faced with a problem to solve. David, 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?*

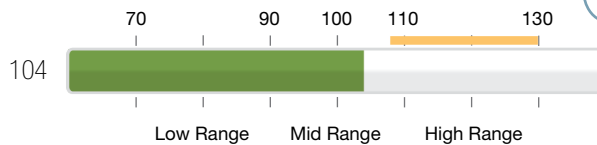
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when upset	2	1	1.33	1.67		
Worries about a problem rather than solving it	2	1	1.33	1.67		
Avoids dealing with problems	2	1	1	1		
Has difficulty deciding on the best solution	2	1	1.67	1.67		
Gets stuck when solving problems	3	1	1.33	2		
Gets overwhelmed when making decisions	1	1	1.33	1.33		
Gets frustrated and gives up	1	2	1.67	1.67		
Emotions get in the way of decisions	2	2	2.33	1.67		

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

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Reality Testing

Objective; See things as they really are



How You Responded:

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. David, your result on this subscale suggests that you are fairly adept at validating your feelings with external reality and realistically tuning in to the immediate situation. Leaders who score in this range can still develop; however, for the most part you convey that you are in tune with others' perspectives, and with the immediate organizational landscape. Your result suggests:

- You are unlikely to misinterpret critical information or allow emotions to color reality.
- Your coaching and performance management discussions are likely unbiased and grounded in evidence.
- Your assessment of a situation is likely accurate and respected by those you lead.
- Some instances of overly positive (extreme happiness) or negative emotions (extreme anxiety) may cause less objectivity.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. You are likely conveying an appropriate level of objectivity which helps your direct reports see you as a fair, accurate and in-touch leader. Your leadership is likely even-keeled, particularly if you are high on impulse control as well. However, there may be times, particularly when under stress, when you allow your emotions and personal biases to cloud your objectivity.

Organizational Implications. Your midrange result suggests that you understand that giant possibilities are inspiring, but matching possibilities with capabilities will create the buy-in you need. Your goals are usually seen as realistic although more effort here could ensure that others, particularly those in other teams, can trust that your decisions are rooted in evidence. Leaders who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements.

Strategies for Action

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 catastrophes, remember that sometimes the best actions involve risks. Don't be stymied by worst-case scenarios that may never occur. Is there evidence that there is real danger? Try running your catastrophe hypothesis by a third party to see if it has any truth.
- If you tend to sugarcoat reality, try playing the role of "devil's advocate", and find data to more accurately describe the current situation. 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.

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

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is a form of power and can combat the tendency to color reality with our own personal biases.

Instill this power in your team. Validate theories, and assumptions and avoid targets that have no basis in hard data.

Balancing Your EI

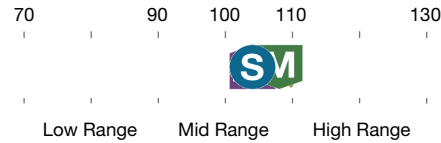
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing (104) < Self-Regard (123)

Your Reality Testing is lower than your Self-Regard. When these two areas are working in harmony, your self-evaluation is based on objective information. It comes from having clear goals, and basing your self-assessment on the attainment of those goals. The best practical outcomes often come from utilizing strengths. Weaknesses can be recognized and improved upon by paying attention to feedback, and by analyzing the causes when something goes wrong.

Reality Testing

Objective; See things as they really are



How Your Raters Responded:

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

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

How your rater groups rated you:

The agreement between you and your raters suggests that you are more objective, realistic and grounded in reality than most people. Consider the plans and goals you set for yourself and others. How do you know they are realistic? What about your reaction to an upsetting problem? How can you tell whether you over- or under-reacted? Leverage the consistent experience of your objectivity and work on applying your reality testing skills to even more situations. *How can you check in with your raters to ensure that the goals you set are realistic? In what situations do you feel you might be less connected to what is happening around you?*

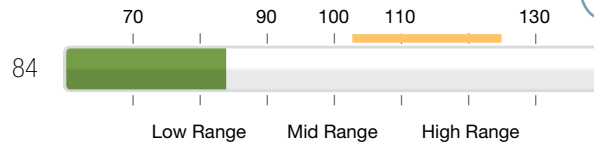
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	2	3	3.67	3.33		
Makes realistic plans to achieve goals	5	4	4.33	4		
Recognizes own biases	5	5	4.33	4		
Has good sense of strengths and weaknesses	4	4	4.67	4.33		
Knows when to be objective	4	4	4	4		
Knows when emotions affect objectivity	4	4	4	4		
Even when upset, aware of what's happening to self	4	4	4	4		
Has a good sense of what is going on	5	5	4	4		

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

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Impulse Control

Resist or delay impulse to act



How You Responded:

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. David, your result is indicative of a leader who may be more often impulsive than restrained, showing a tendency to jump to hasty conclusions and appear impatient in decision making. You may respond in unpredictable ways to your emotions, rendering those you lead to distance themselves from you, particularly under times of stress. Your result may indicate:

- That you are overly talkative or controlling in meetings and conversations.
- That you need to be extra vigilant about appearing too spontaneous or wayward in your leadership approach.
- An "act now, think later" approach to solving problems and making decisions.
- You experience moments of regret, perhaps wishing you would have analyzed a situation more before responding.

You scored below the leadership bar on Impulse Control and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your lower impulse control may put you at risk of derailment as you tend to give the impression of being rash, spontaneous or mercurial in the way you lead your team. While spontaneity helps you adjust to an ever changing environment, being too erratic in your behavior can easily overwhelm those you lead. You need to watch how often you control conversations, interrupt others, or chase the next great idea, as these can all lead to you being perceived as an overpowering leader.

Organizational Implications. Over the long term, your inability to delay temptation and avoid rash decision-making can easily confuse your colleagues by sending mixed messages and priorities. Setting strategic direction for either a division or an entire organization requires thorough planning and long-term implementation. Changing courses of action too frequently will cause employees to question the organization's mission, vision and strategies, not to mention your commitment to leading in a way that upholds these corporate tenets.

Strategies for Action

Five Deep Breaths. Your best weapon against impulsive behavior is forcing yourself to pause before committing to an action.

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

Watch Your Manners. The manners you learned as a child are just as important in the workplace as they were in the playground. Focusing on your manners will give your mind a chance to reflect and focus on demonstrating socially acceptable behavior instead of jumping into reaction mode. Here are a few to try to put into your daily regime.

- Don't interrupt others; be attentive and alert but do not speak over other people, regardless of how excited you feel.
- Maintain proper, open posture, non-vigorous hand movements and eye contact during meetings.
- Introduce others (those with more seniority first), use proper names, and finish conversations before you begin exiting a room.
- Research business etiquette strategies to help combat impulsive behavior.

Balancing Your EI

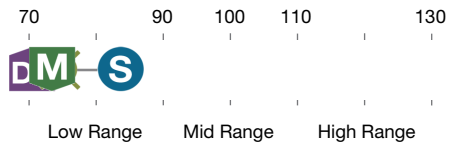
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Assertiveness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Impulse Control (84) < Assertiveness (127)

Your Impulse Control is lower than your Assertiveness. Assertiveness works effectively with impulse control when your actions are made with confidence after due consideration to those around you and to the circumstances. This relationship can be balanced by taking time to consider the appropriateness of what you want given the circumstances, then leveraging your assertiveness to act in the most effective manner.

Impulse Control

Resist or delay impulse to act



How Your Raters Responded:

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.

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

You see yourself as more in control of your impulses than is perceived by your Direct Reports. Your interactions with your Direct Reports may appear to be more spontaneous or hasty than you intended them to be. One explanation for this discrepancy is that although you might believe you are being deliberate and analytical, you may not convey to your Direct Reports the thought process underlying your actions and decisions. As a result, these actions and decisions could be seen as hasty. *What are some ways that you can demonstrate your impulse control to your Direct Reports? Has there ever been a time when you acted impulsively and later regretted your behavior?*

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

PEERS

How your PEERS rated you:

The rater group who agrees the most with your self-rating of Impulse Control is your Peers. David, the agreement between you and your Peers suggests that your impulsivity is noticeable to those around you. Always chasing the next great idea will lead others to believe you lack focus, discipline, and the will to commit to an established direction. If your team is resistant to your ideas, or you find yourself regretting things you have said or done, you will benefit from finding ways to be more focused and deliberate in your approach to work. *What are the positive and negative implications of having lower Impulse Control in your role? Why might your Peers agree with your self-assessment?*

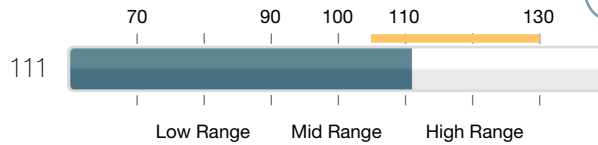
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	2	4	1.33	3		
Interrupts others	4	4	4.33	4.67		
Impulsivity creates problems	3	3	4	3.67		
Is impulsive	3	3	3.33	3.33		
Finds it hard to stop talking	3	3	3	3.33		
Reacts hastily	2	3	3	3		
Difficult to control impulses	2	2	2	2.33		
Finds it difficult to resist temptation	2	3	3.33	2.67		

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

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Flexibility

Adapting emotions, thoughts and behaviors



How You Responded:

David, your result suggests a finely-tuned ability to adapt to shifting priorities in the organization. You are a catalyst who inspires fresh ideas, and you learn from unexpected events. This willingness to adapt helps you become a champion of progress and use a variety of leadership styles with your direct reports. Some indicators of your result are:

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

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

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

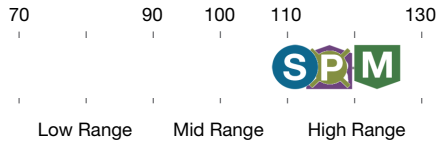
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Impulse Control. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility (111) ➤ Impulse Control (84)

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

Adapting emotions, thoughts and behaviors



How Your Raters Responded:

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.

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

MANAGER

How your **MANAGER** rated you:

Compared to the rating of your Manager, 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?*

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

**DIRECT REPORTS
PEERS**

How your **DIRECT REPORTS AND PEERS** rated you:

You agree with your Direct Reports and Peers that adapting to change comes easily to you, whether the change is an unexpected hiccup in your schedule, or a brand new strategy for your team. These individuals may see you rebounding quite quickly from setbacks, demonstrating a "take charge" attitude, and rallying others to support the change as much as you do. David, you may want to consider if you are more flexible or less flexible depending on the situation or the people involved. Being more flexible toward one group but not others can make you appear insincere and can erode trust on your team. *What are some examples of where your Direct Reports and Peers would have experienced your openness to change? How did it feel to be open to change? What benefits did you experience?*

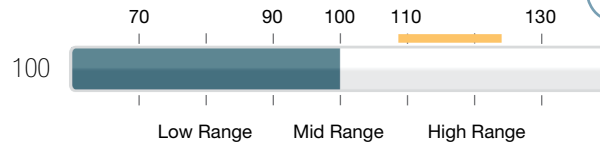
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change own opinion	1	2	1.67	1.33		
Does not like unfamiliar situations	1	1	1.33	1.67		
Hard to change own ways	1	1	1	1		
Has difficulty compromising	2	1	1.33	1.67		
Uneasy with last-minute changes	1	1	1.67	1.67		
Finds it hard to make changes	2	1	1.33	1.33		
Needs things to be predictable	4	1	1.67	1.33		
Uneasy with change	3	1	1.33	1.33		

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

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Stress Tolerance

Coping with stressful situations



How You Responded:

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. David, your result indicates that you are slightly more comfortable than most when dealing with novel and challenging situations. You inspire confidence in your team concerning your capability to manage change and complex issues. Nevertheless, some difficulties may arise when the pressure is high. Some characteristics of your result are:

- You are able to lead others to achieve results even when under pressure.
- You are viewed as a resource who is equipped with effective coping strategies.
- You may, under rare circumstances, feel uneasy managing multiple competing priorities and goals.

You scored below the leadership bar on Stress Tolerance and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your even-keel demeanor is a tool that allows you to effectively weather most challenges encountered at work. To your direct reports, you are normally seen to calmly appraise a situation at hand, and show confidence in your ability to resolve issues. Regardless, there remain some times and trigger points when you may feel overwhelmed and unable to lead others through pressure and deadlines.

Organizational Implications. While you are able to cope with the challenges that you encounter at work, at times you may not be able to make tough decisions under pressure. By developing your stress tolerance, your skill at handling conflict and at managing your emotions under situations of duress leads to problems being effectively solved. Be sure to balance your focus between the long-term growth of the organization and the use of short-term "band-aid" solutions. If you further strengthen your tolerance to stress, others may see you as a resource when stressful events occur and may seek your counsel when they are unsure of the best course of action. Try to appear composed even when your emotions may cloud your judgment.

Strategies for Action

Exercise. If you experience tension from a stressful circumstance, exercise will help ease the strain.

- Exercise relaxes muscles and eases pent up energy, allowing you to redirect your focus.
- Stress related illnesses are avoided and endorphins are released that help fuel concentration.
- By maintaining a regular fitness routine, your reaction to stress will be mitigated with time.

Implement a Wellness Program. Organizations that invest in stress management initiatives help fuel a productive workforce. Major overhauls are not necessary, as small initiatives can have a major impact.

- Diet can have a substantial effect on one's ability to cope with stress. For instance, if the organization has an on-site cafeteria, a good recommendation is to replace unhealthy food with fresh fruit and vegetables, host a cooking class, or have a team potluck encouraging healthy eating and socializing.
- Employees can be encouraged to take a yoga or tai-chi class during their lunch hour at a subsidized rate.

Balancing Your EI

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

Stress Tolerance (100) ← Flexibility (111)

Your Stress Tolerance is lower than your Flexibility. Aligning your stress tolerance with flexibility will enable you to recognize whether change or maintaining the status quo is the most effective course of action. Sometimes making a change is the most effective, while other times staying the course and dealing with the situation is the optimal approach. In situations where you feel stressed, make sure various coping methods have been considered.

Stress Tolerance

Coping with stressful situations



How Your Raters Responded:

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

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

How your rater groups rated you:

You and your rater groups are in agreement that you have established a set of coping strategies that allow you to deal with stress while maintaining an effective level of functioning. You and your raters would likely agree that there is room to improve your ability to tolerate stress, selecting from a wider range of coping mechanisms to maintain your calm and focused demeanor. Stress tolerant individuals are able to tackle and take control of problems as if they have an arsenal of coping strategies at their disposal. *What strategies do you use to cope with stress? How apparent are these strategies to each of your rater groups?*

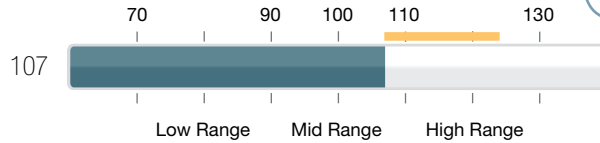
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	4	3	4.33	3.33		
Can't think clearly when under stress	3	2	1.33	1.67		
Thrives when challenged	5	5	4	4.33		
Handles stress well	4	4	4	4		
Performs well under pressure	4	5	4	4		
Copes well	4	4	4	4.33		
Handles upsetting problems	4	4	4.33	4		
Does not react well to stress	2	2	1.33	1.67		

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

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Optimism

Positive attitude and outlook in life



How You Responded:

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. David, your result is indicative of a leader who is slightly more likely than most to view work and life in a positive light. Because the score on this scale is not overly extreme, it indicates that you are not so overly optimistic that you are blind or naïve to the realities of life. Some characteristics of your result are:

- You approach leadership with enthusiasm and gusto, although you could benefit from demonstrating this energy even more often.
- You motivate colleagues to achieve success, helping them set stretch goals and reach for greater heights.
- You generally believe that setbacks are temporary and that you can overcome them.

You fall within the leadership bar on Optimism.

Leadership Impact



Authenticity



Insight

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

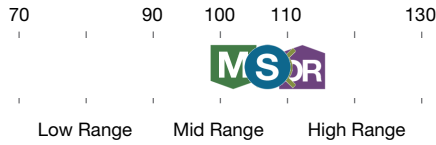
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. The subscale that differs the most from Optimism is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism (107)  Self-Regard (123)

Your Optimism is lower than your Self-Regard. To balance these components, take time to reflect on past accomplishments while setting appropriate goals for personal achievement, thus creating a strong outlook for the future.

Optimism

Positive attitude and outlook in life



How Your Raters Responded:

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

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

How your rater groups rated you:

You and your raters agree that you are more optimistic than the average person. In your interactions, you tend not to be so optimistic that you ignore valid data or emotional warnings (e.g., fear), nor are you so pessimistic that you ignore the value of hopefulness and aspirations about people and situations. You could benefit from being even more optimistic—people with higher optimism bounce back more readily from setbacks and are less likely to experience prolonged stress when things get difficult. Optimists view setbacks as temporary, situational blips that can be the result of external causes and are not necessarily one's fault. *How can you demonstrate an optimistic approach more often in the work you do? How does it feel (physically, mentally and emotionally) to be optimistic? Does being optimistic impact other EI skills?*

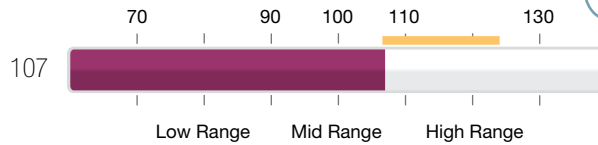
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	4	4	4.33	4.67		
Is optimistic	5	4	4.67	4.67		
Expects the worst	1	1	1.33	1		
Hopeful for the future	4	4	4.33	4		
Sees the best in people	4	4	4	4.33		
Has good thoughts about the future	5	4	4.67	5		
Expects things to turn out all right	4	4	4.67	4.67		
Has a positive outlook	5	4	4.33	4.67		

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

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Well-Being Indicator

Satisfied with life; content



How You Responded:

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

shown on this page, linked to your results on the four subscales most often associated with Happiness. Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

Happiness

David, your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

- Have fun at both work and play while participating in activities you enjoy.
- Be seen by your team as likeable and pleasant to be around.
- Have to occasionally manage your discontentment with certain aspects of your life.

Although you have no low scores in the four subscales typically tied to Happiness, you should examine other lower scoring subscales (Impulse Control) which may be holding you back from experiencing greater happiness. What goals can you set as a leader to help improve these lower scoring subscales?

Self-Regard (123)

Happiness is a by-product of believing in oneself and living according to your own values and standards. Your high level of Self-Regard helps to promote positive feelings about oneself, confidence, and enhanced life satisfaction and happiness.

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

Optimism (107)

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

- What are some steps to demonstrate your positivity in a more active/overt manner?
- When faced with a new challenge, how do you typically feel? List your emotions and identify why you feel this way.

Interpersonal Relationships (100)

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.

- Are there particular relationships at work that could be improved to increase harmony?
- Do you feel as connected as you need to be with your team? If not, what steps can you use to improve the relationship?

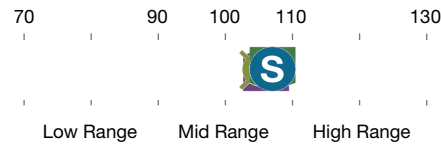
Self-Actualization (102)

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

- What responsibilities in your current leadership role allow you to feel self-actualized?
- Can you identify ways to spend more time on those specific activities (e.g., by delegating other tasks to colleagues)?

Well-Being Indicator

Satisfied with life; content



How Your Raters Responded:

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

	Self 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Happiness	107	107	105	106		

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

How your rater groups rated you:

You agree with all your rater groups that more often than not you are satisfied with your life, generally enjoy the company of others, and are able to derive a great deal of pleasure from your work. Although you acknowledge that there are moments when you could be more content, in most of your interactions you convey what you feel on the inside: a general enthusiasm for life and a happy disposition. Employees who show a happy disposition in their workplace are generally seen by their coworkers as likeable and fun to be around. This positive attitude generally proliferates around the workplace and affects others working around them. In your case, most of your raters would agree that this is true of you. Happiness can always be increased, and therefore you may want to probe into the item-level analysis below to find specific areas of strength in your Happiness result. What are some aspects of your life that if changed, would make you happier and more satisfied?

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	1	1	1	1.33		
Is not happy with his/her life	1	1	1.33	1.33		
Is enthusiastic	4	4	4.33	4.67		
Is happy	5	5	4.33	4.33		
Is satisfied with his/her life	5	4	4.33	4.33		
Is excited about his/her life	4	5	4.67	4.67		
Looks forward to his/her day	4	4	4	4		
Is content	4	4	4	4		

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

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

I commit to this action plan _____
(signature)

■ EI Development Commitment

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

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

■ My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____

Leadership, Conflict Management, and Emotional Intelligence

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

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

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

Manage yourself first...

1. Listen to yourself with purpose.

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

2. Timely expressions of yourself.

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

...manage others second.

3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively and genuinely—make it “their” time. Even if you

disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defenses. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

4. Conflict ~~resolution~~ management.

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

■ A Leadership Guide to Striking the Optimal Balance

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

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

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

✍ Keep work in perspective

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

✍ Temper unrealistic expectations

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

✍ Set boundaries and leave work at the office

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

✍ Change your mindset

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

✍ Meditate and exercise

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

✍ Delegate

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

✍ Prioritize responsibilities

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

✍ Ensure proper rest and community engagement

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

✍ Indulge in your passions

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

Leading a Multigenerational Workforce

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

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

Empathy

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

Flexibility

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

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

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

■ Open-Ended Responses

This page shows how your raters responded to the short-answer questions presented in the EQ 360. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, “No one answered this question” will appear in the answer field.

Q: What should this individual do less?

M₁: jump to conclusions

P₁: be less impulsive, think things through more

P₂: be less independent

P₃: talk less,

DR₁: interrupting others, making decisions without consulting others

DR₂: less action, more reflection

DR₃: expect others to be as optimistic as him, assume others are on board with his ideas

Q: What should this individual do more?

M₁: continue to be flexible

P₁: continue to be positive, and open

P₂: involve others, continue to be positive

P₃: listen, ask for help, collaborate

DR₁: collaborate, check in to make sure everyone is at the same place as him

DR₂: rely on others to help out; ask their opinion more

DR₃: ask others thoughts, ideas,

■ My Items

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