



EQ360®

WORKPLACE EQ 360

REPORT

Example Report

Rated by: Manager(1), Peers(9), Direct Reports(3)

Private & Confidential

March 13, 2014

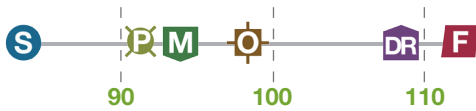


Welcome to your EQ 360 report

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

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

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

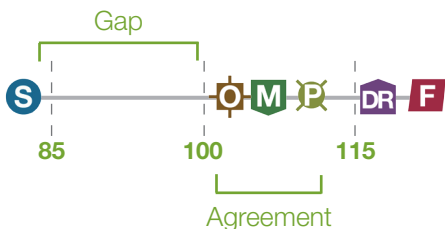


How to read this report. This report contains information gathered from both yourself (self rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labelled as such throughout this report.

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



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



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

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

EQ-i 2.0 Model of Emotional Intelligence

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

SELF-PERCEPTION

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

Self-Actualisation 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 recognising 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 behaviours 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 recognising 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 behaviours and decision making.

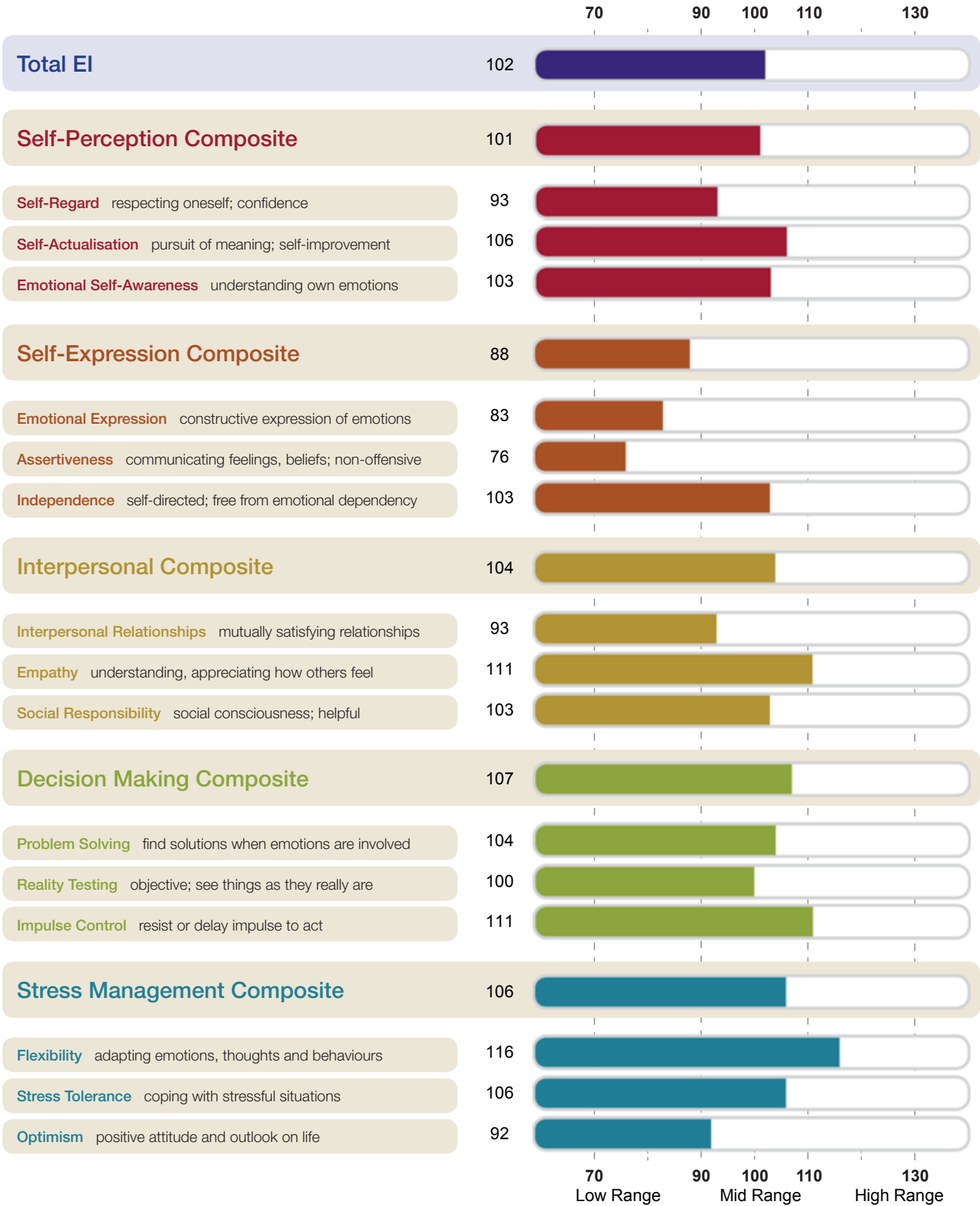
INTERPERSONAL

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

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

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

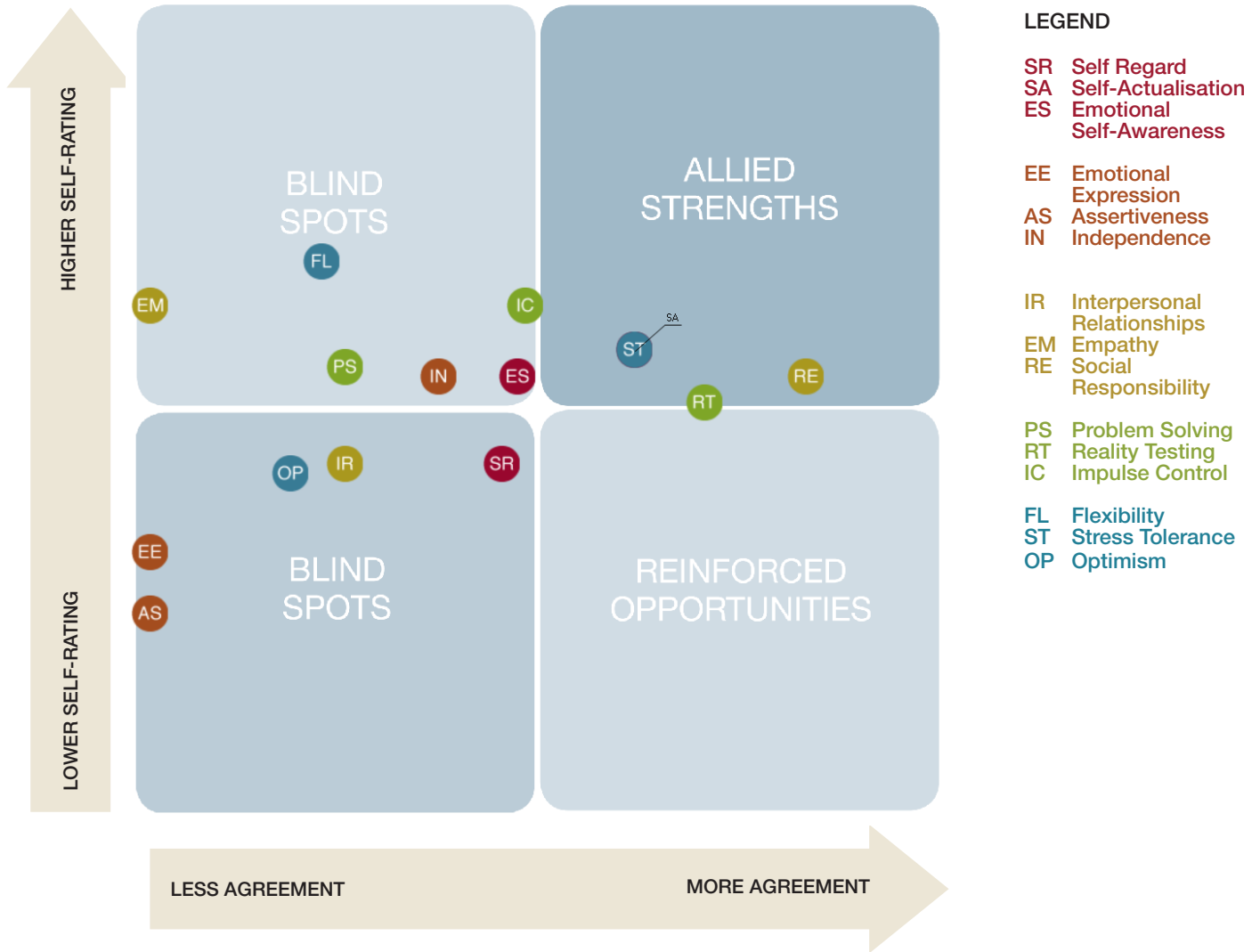
How You Responded: Summary



Profile Gap Analysis

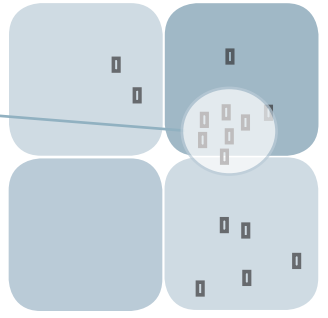
The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you.

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



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

WHAT TO LOOK FOR:
Concentration in the two right quadrants indicates a healthy level of self-awareness.





How You and Your Raters Responded: Summary

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







Total EI:

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

	70	90	100	110	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other 
Total EI						102	104	96	108		

Composite Areas:

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

	70	90	100	110	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other 
Self-Perception						101	111*	95	104		
Self-Expression						88	89	96	107*		
Interpersonal						104	100	93*	102		
Decision Making						107	109	106	110		
Stress Management						106	108	97	114		

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

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

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

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

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

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 behaviours and ineffective problem solving.

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

How You and Your Raters Responded: Summary

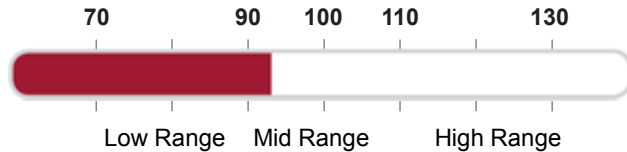
EI Subscales	70	80	90	100	110	120	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other O
Number of raters								1	1	9	3		
Self-Regard								93	110*	94	101		
Self-Actualisation								106	108	96*	107		
Emotional Self-Awareness								103	107	97	101		
Emotional Expression								83	74	92	105*		
Assertiveness								76	97*	91*	100*		
Independence								103	104	106	110		
Interpersonal Relationships								93	100	86	106*		
Empathy								111	97*	94*	99*		
Social Responsibility								103	106	98	105		
Problem Solving								104	114*	106	111		
Reality Testing								100	100	99	106		
Impulse Control								111	110	112	111		
Flexibility								116	109	102*	114		
Stress Tolerance								106	103	98	112		
Optimism								92	110*	93	111*		

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

Self-Regard

Self-Regard respecting oneself; confidence

93



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Regard(93) < **Self-Actualisation(106)**

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

Self-Regard

70 90 100 110 130



Low Range Mid Range High Range

Self-Regard respecting oneself; confidence

What Your Raters Said:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

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

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	4	4	3.11	2.67		
Feels sure of self	4	4	3.22	3		
Doesn't feel good about self	3	1	2	1.67		
Lacks self-confidence	2	2	1.89	1.67		
Finds it hard to accept the way he/she is	3	1	1.71	1.67		
Thinks highly of himself/herself	3	3	2.33	3.33		
Respects self	4	4	3.56	4.33		
Happy with self	4	5	3.56	4.33		

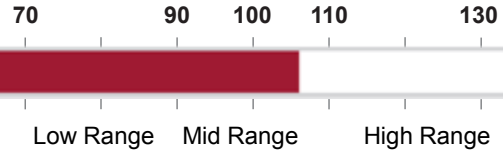
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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

Self-Actualisation

Self-Actualisation pursuit of meaning; self-improvement

106



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Actualisation(106) > Optimism(92)

Your Self-Actualisation result is higher than your Optimism result. These components can be better balanced by taking the time to recognise and celebrate successes. This approach is a good way to stay focused on positive results and become more optimistic toward future endeavours.

Self-Actualisation

70 90 100 110 130

Self-Actualisation pursuit of meaning; self-improvement



Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR PEERS

How your PEERS rated you:

You see yourself as being more self-actualised compared to how you are seen by your Peers, which could mean that your goals and achievements do not align with what others expect of you. It may seem that you are not contributing to your fullest, or that you lack commitment to your role. It may be the case that this rater group is not aware of certain types of pursuits and activities in which you engage. For example, your colleagues may not know you coach soccer or volunteer at a senior's centre in your community. Given that perceptions of your self-actualisation can have profound implications for future opportunities, you might want to appropriately show others that your goals are indeed stretching you above and beyond what is expected for satisfactory performance. *How can you show more drive and passion when interacting with your Peers?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You and your Direct Reports agree that you are usually self-motivated and driven to accomplish meaningful goals. This consistency in ratings means that you and your Direct Reports 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-Actualisation is a continuous process, and improvement can always be made. Example, 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 Direct Reports?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	4	4	3.56	3.67		
Has something to contribute	5	4	3.56	4.33		
Seeks enriching experiences	4	4	3.12	3.67		
Self-motivated	4	4	3.78	4.33		
Makes good use of abilities	4	5	3.67	4		
Strives to be the best he/she can be	5	4	3.33	4.33		
Driven to achieve	3	4	3.33	4		
Makes life meaningful	3	4	3.25	4		
Looks for ways to improve	4	4	3.11	4		

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

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Emotional Self-Awareness

70 90 100 110 130

Emotional Self-Awareness understanding own emotions

103



Low Range Mid Range High Range

What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Emotional Self-Awareness(103) > Emotional Expression(83)

Your Emotional Self-Awareness is higher than your Emotional Expression. You may expect others to be aware of how you are feeling, so make sure you are clearly communicating your feelings to them. Remember, expression is the way you showcase your emotional knowledge and it will have greater impact if it works in parallel with your awareness.

Emotional Self-Awareness

70 90 100 110 130



Low Range Mid Range High Range

Emotional Self-Awareness understanding own emotions

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	2	4	2.88	2.67		
Aware of how own mood impacts others	3	3	2.75	3		
Knows what triggers own emotions	4	3	3.43	3.67		
Aware of own feelings	4	4	3.56	4		
Recognises when he/she is upset	4	4	2.88	2.67		
Understands how others' emotions affect him/her	4	3	2.75	3.33		
Knows which emotions affect his/her performance	4	4	3.25	3.33		

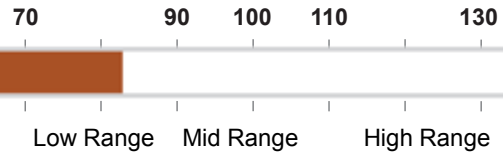
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Emotional Expression

Emotional Expression constructive expression of emotions

83



What You Said:

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Example, your result indicates you have difficulty bringing emotions to the surface and sharing your true feelings with coworkers. You may appear emotionally detached from your colleagues, and outwardly you may display little change in your facial and physical expressions. Consider the following characteristics of your result:

- certain emotions, if not most, are uncomfortable for you to express either through words, facial expressions, or body language.
- you use a limited emotional vocabulary to describe your feelings (e.g., happy and sad versus elated and somber).
- you assume people know how you feel so you don't display it through your words or actions.

Emotional Implications on the Job

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You tend to keep emotions inside and not share them with others. This can create the impression that you are not feeling very much and/or you are missing the significance of the situation or are not affect by it.

Strategies for Action

Getting Rid of the Group Hug. At work, sharing your emotions shouldn't be a single organised event like the infamous group hug. Think about emotions as drivers of performance, like any other resource you draw upon to get your job done.

- Start small—try expressing what you feel in an email. Take time to find words that really describe how you feel. Praise a team member on his work, express your gratitude for someone's help, or voice your concern over deadlines.
- Once this becomes comfortable for you, start expressing yourself where appropriate in small conversations. Draw on the same emotional vocabulary you used in your emails.

Get it Out in Writing. If you find yourself dwelling on a particular feeling but not expressing it, begin to write an email to a friend. You will not send this email, so don't worry about who would receive it.

- Just start writing—this in itself can be a healing process. Describe the details of what happened, what *exactly* you are feeling and *why*.
- Although it is in written form, you have just completed the process of emotional expression. Take one small section of your email and appropriately talk it over with those involved. Take the email with you to refer to your notes and emotional language.

Balancing Your EI

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

Emotional Expression(83) < **Empathy(111)**

Your Emotional Expression is lower than your Empathy. Ideally, effective relationships involve emotional reciprocity. By balancing the extent to which you empathise with others and express your own emotions, you create a better two-way channel for communication of thoughts and feelings.

Emotional Expression

70 90 100 110 130



Low Range Mid Range High Range

Emotional Expression constructive expression of emotions

What Your Raters Said:

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

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

Closest Agreement

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

YOUR MANAGER and PEERS

How your MANAGER and PEERS rated you:

Example, you agree with your Manager(s) and Peers that you could be more expressive, or more open when it comes to discussing how you are feeling on a given matter. If you have difficulty expressing yourself with these people, it may be difficult to form a working relationship founded on open, two-way communication. You may be perceived as withdrawn or standoffish, and as a result you may have difficulty inspiring others or getting the support and resources you need to be successful. In situations at work where emotions are heightened (e.g., conflict, stress), and particularly those which involve your Manager(s) and Peers, you may be perceived as detached from the situation, and it may be difficult for others to read your position on a given matter. *In which situations and with whom do you find it difficult to be emotionally expressive?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	5	4	2.75	3		
Easily expresses feelings	1	2	3.12	3.33		
Has difficulty expressing intimate feelings	5	4	2.88	2		
Talks to others when sad	1	1	2	1.67		
Difficult to show feelings to others	2	4	2.89	1.67		
Difficult to show affection	2	4	2.89	1.67		
Has difficulty describing feelings	2	4	2.67	2		
Hard to smile	3	2	2.33	1.33		

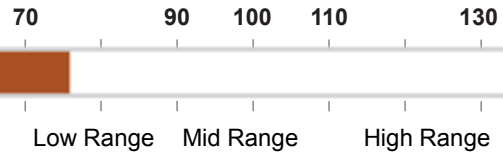
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

76



What You Said:

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Example, you have the tendency to be more toward the passive side of this line, keeping opinions and thoughts to yourself rather than sharing them openly. Some of the following characteristics may apply to you:

- you are seen as supportive (of everything) and a team player, but at the expense of standing up for your beliefs.
- you play the role of “observer” in meetings or discussions.
- you have a lot to contribute, but feel defeated when no one hears your good ideas.
- you work harder than most because you struggle to clearly articulate to others what you need.

Emotional Implications on the Job

Emotional Implications. Your tendency to keep thoughts inside may lead you to feel exhausted, frustrated, or even angry that you are on your own dealing with your unvoiced opinions. You may ruminate over bad decisions made, the “crazy” plan that someone created, or that coworker who took credit for your work. It’s as if all this occurred without your approval or your input, and yet you are left wanting to say so much.

Strategies for Action

Overcoming Fear. A common reason for overly passive behaviour is the fear of losing something as a result of speaking up.

- Identify the last three times you were passive (meetings are great places to start). Then, brainstorm all the possible positive and negative results that could have occurred had you been more assertive.
- Most of our fear comes from an exaggeration of bad consequences. Think of situations where the good consequences outweighed the bad. Identify when similar situations will be occurring in the future. These will be relatively safe opportunities for you to practise being more assertive.

Have a Goal in Mind. Try setting a small goal before you go into an assertive situation. When you are clear upfront on what you want to achieve, it is easier to assert yourself.

- Leverage the skills that you would normally use to get the job done (e.g., motivation, drive, technical skills, goal setting) to set a small goal for the conversation. Tie this smaller goal to a larger performance objective so you know something bigger is at stake. For example, “I will tell my manager today that customer service errors are angering my top customers. She won’t be happy, but if I don’t speak up we may lose these key accounts.”

Balancing Your EI

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

Assertiveness(76) < Empathy(111)

Because your Assertiveness is lower than your Empathy, you may place a greater emphasis on caring for others than you do on being assertive. It is important to recognise that it is possible to be empathic and assertive at the same time. Being sensitive to the feelings of others allows you to express your assertiveness in a way that will be received in the best manner possible.

Assertiveness

70 90 100 110 130



Low Range Mid Range High Range

Assertiveness communicating feelings, beliefs; non-offensive

What Your Raters Said:

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	3	3	2.56	1.67		
Says "no" when needed	1	1	2.67	3.33		
Is assertive	4	5	3.56	3.67		
Says so when he/she disagrees	4	4	3.67	3.67		
Firm and direct	3	4	3.22	3.67		
Stands up for own beliefs	4	4	3.56	4		
Tells people what he/she thinks	1	4	3.11	3.33		

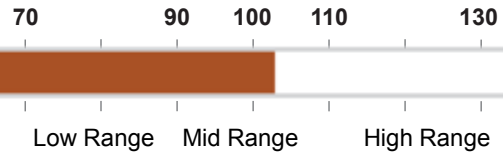
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Independence

Independence self-directed; free from emotional dependency

103



What You Said:

Example, being independent means that you are capable of feeling, thinking, and working on your own. Your results show that you are usually willing and capable of choosing your own course of action. You are comfortable being a leader and follower, which is desirable in most workplaces. There may be times when the risk and responsibility of being independent is too heavy and you allow others to step up and take charge of a situation. Consider the following interpretation of your results:

- you are comfortable making most decisions on your own.
- you sometimes welcome or request guidance or reassurance from others.
- you will consult others for advice, but usually make the ultimate decision.
- you accept responsibility for your decisions knowing that at times people will disagree with you.

Emotional Implications on the Job

Emotional Implications. Think of independence as the stage for showcasing your other EI abilities. Because you are able to think and behave freely, you are likely to demonstrate to your colleagues your strengths in other areas of EI.

Strategies for Action

Building More Autonomy. Decades of research has shown that being autonomous at work is one of the leading contributors to job satisfaction. Because your tendency is to work independently, you may benefit from adding more autonomy to your role.

- If this is the case, talk with your manager about new decision-making boundaries for your role. Perhaps you can be given final signoff authority, or maybe you no longer need to send certain requests to your manager for approval.

Predict Reactions. To further develop your Independence, it is important to identify situations where you remain overly tied to what others think (particularly if your Interpersonal subscales are high, you may be inclined to follow the team to avoid conflict or bruised relationships).

- When you find yourself being more dependent than you wish to be, list possible reactions others may have to the decisions you make. List both negative reactions (e.g., my team might feel I am neglecting their opinions) and positive reactions (e.g., my team might be energised by a decision they hadn't even considered before). When you can predict possible reactions, you are better informed to make your decision free of dependence on others.

Balancing Your EI

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

Independence(103) > Interpersonal Relationships(93)

Your Independence is higher than your Interpersonal Relationships result. Balancing these components means spending time and effort nurturing relationships, but not being overly reliant on them. Draw on the expertise of others when appropriate. Collaboration can help establish positive relationships.

Independence

70 90 100 110 130

Independence self-directed; free from emotional dependency



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You and all your rater groups agree that in most situations you tend to be independent, feeling comfortable and confident taking a leadership role. You and your raters are likely aware of instances when your independence wavers and you turn to others for reassurance and guidance. It is crucial to maintain productive relationships by including others in your decisions; however, you may want to reflect on which decisions make you feel less confident in your solution. *Are there times when you are more of a follower than a leader? How would being more independent benefit you both at work and in your personal life?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	1	2	1.56	2		
Clings to others	1	1	1.56	1.33		
Easily influenced	3	3	2.12	2		
Prefers job where told what to do	3	2	2.29	1.67		
Difficult doing things on own	1	1	1.11	1.67		
Needs reassurance	2	2	1.67	1.67		
Needs others	1	2	1.78	1.67		
More of a follower	2	3	3	1.67		

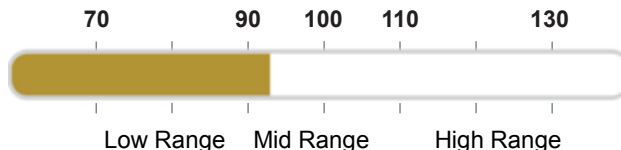
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

93



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Interpersonal Relationships(93) < Self-Actualisation(106)

Your Interpersonal Relationships result is lower than your Self-Actualisation result. When these components are balanced, you invest time and effort into pursuing your own personal goals, while at the same time fostering meaningful relationships with others. Developing your interpersonal relationships has many benefits. In fact, significant people in your life often play an integral role in helping you reach goals that you may not have been able to achieve on your own.

Interpersonal Relationships

70 90 100 110 130

Interpersonal Relationships mutually satisfying relationships



Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

Your Direct Reports may perceive you to have richer interpersonal relationships than what you perceive. This discrepancy may suggest that from the outside you appear to be more approachable and comfortable socialising than you feel internally. It may also be the case that you are aware of deficiencies in your relationships that are unobservable to your Direct Reports. It is important for you to reflect on why your self-rating is lower than that of your Direct Reports and whether this is an opportunity to see your relationship skills in a new light. Engaging in authentic interactions with people at all levels in your organisation will allow you to build relationships characterised by engagement, trust and compassion. *Why might you have given yourself a more conservative rating for Interpersonal Relationships than your Direct Reports did?*

Closest Agreement

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

YOUR PEERS and MANAGER

How your PEERS and MANAGER rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily	3	4	2.78	4.33		
Enjoys talking	3	4	2.89	4.33		
Easy to approach	5	5	3.56	4.33		
Easy to confide in	3	3	3.25	3.67		
Fun to be with	3	3	2.67	3.33		
Team player	4	5	3.78	4.33		
Is sociable	3	3	3.25	4.33		
Has good relationships	4	4	3.67	4.33		

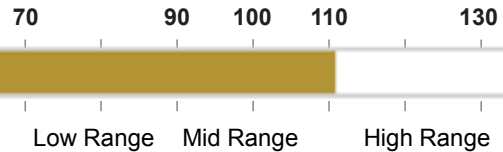
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Empathy

Empathy understanding, appreciating how others feel

111



What You Said:

Empathy, the ability to recognise, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Example, your result indicates that your empathy is well-developed; you are likely empathic towards others, respecting their ideas even when they differ from your own. Your “emotional read” on people is usually accurate, ensuring peers feel safe sharing important issues with you. With a result such as yours:

- you are constantly “tuned in” to how others are feeling.
- you care about others, and take their feelings into consideration before acting.
- it is easy for you to imagine how others feel and predict emotional reactions.

Emotional Implications on the Job

Emotional Implications. Generally, you “feel” for others more than the average person does, almost always showing sensitivity and respect for others. High Empathy can also be a double-edged sword. Being empathic, your coworkers trust you with their issues and feel comfortable coming to you for advice. You, being very concerned about their feelings, run the risk of taking on their problems, becoming the victim of your empathy.

Strategies for Action

Watching a Pro. Find someone who you believe is an effective communicator and team leader. Observe their communication style in practise, taking note of how they balance their ability to remain empathic and socially responsible with meeting organisational demands. Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to balance organisational and team progress with Empathy.

Mixing Sugar with Spice. It is important to ensure that your empathy doesn’t get in the way of handling tough conversations/decisions. Being empathic does not mean being extra nice all the time; you still have deadlines to meet and so does your organisation. When a tough conversation or decision is needed, acknowledge that you may need more preparation time in order to be empathic. Then to prepare:

- Write down what you want to say and rehearse it.
- Be respectful of people’s reactions, but don’t let them derail you.
- Keep in mind that if you mirror the emotion, you will likely intensify the other person’s reaction. For example, if the news you are bringing someone makes them angry, by becoming angry yourself, you are likely to make the situation more heated.

Balancing Your EI

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

Empathy(111) > Emotional Expression(83)

Your Empathy is higher than your Emotional Expression. Aligning these components of EI means taking other people’s feelings into account when expressing your own emotions. The goal is to express your feelings effectively while staying attuned to others, so that your expressions are more than just a reflection of the feelings of others.

Empathy

70 90 100 110 130



Low Range Mid Range High Range

Empathy understanding, appreciating how others feel

What Your Raters Said:

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

Biggest Gap

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

YOUR PEERS

How your PEERS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	5	3	3	3.33		
Is empathic	4	3	3.11	3.67		
Understands the way others feel	3	3	3	4		
Avoids hurting others' feelings	5	4	3.33	3		
In touch with others' emotions	4	3	2.5	2.67		
Relates to others' emotions	5	3	2.88	3.67		
Respects others' feelings	5	4	3.44	3.67		
Sensitive to others' feelings	2	3	3.12	3.33		
Cares about others' feelings	4	3	3.11	3		

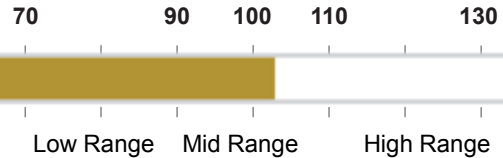
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Social Responsibility

Social Responsibility social consciousness; helpful

103



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Social Responsibility(103) ↔ **Interpersonal Relationships(93)**

Your Social Responsibility is higher than your Interpersonal Relationships result. To balance these components, make contributions to society by connecting with individual people. It is sometimes better to participate in a charitable event, for instance, than to simply donate money to a charity. Connect with individuals who are involved in the activities you pursue. Remember that being socially responsible can happen even on the smallest scale, helping one person at a time.

Social Responsibility

70 90 100 110 130

Social Responsibility social consciousness; helpful


Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

Your results across Social Responsibility indicate that you are seen as someone who has an established sense of responsibility for others and who typically engages in prosocial behaviours. You would probably agree with these raters that there is opportunity to improve as there are times when you could contribute more towards the greater good, or be more collaborative in the way you work with others. The benefits of strengthening your social responsibility extend further than most people realise. For instance, increased happiness, more confidence in your ability to manage change, and better relationships are just a few examples of the positive effects of caring for others. *In what ways have you truly helped out others at work? Does the way in which you help people change, depending on the situation and those involved?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	4	3	3.56	3.33		
Tries to make a difference in society	3	3	2.75	3.33		
Likes helping	5	5	3.78	4.33		
Is a contributing member	5	4	3.67	4.33		
Contributes to community	2	4	3.33	3.67		
Cares about social issues	3	4	3.11	3.67		

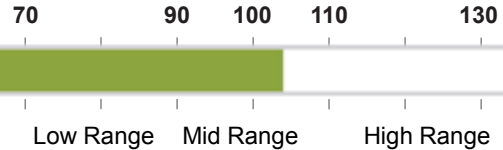
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Problem Solving

Problem Solving find solutions when emotions are involved

104



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Problem Solving(104) ↔ **Flexibility(116)**

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

70 90 100 110 130

Problem Solving find solutions when emotions are involved


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

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

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

You and your Peers agree that you usually manage and even leverage the right emotions when faced with a problem to solve. Example, 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	1	2	1.88	1.67		
Worries about a problem rather than solving it	2	2	1.67	1.67		
Avoids dealing with problems	4	2	1.89	2		
Has difficulty deciding on the best solution	2	1	2.33	2.33		
Gets stuck when solving problems	2	2	2.11	1.67		
Gets overwhelmed when making decisions	1	1	2	1.33		
Gets frustrated and gives up	1	1	1.22	1.67		
Emotions get in the way of decisions	1	1	1.89	1		

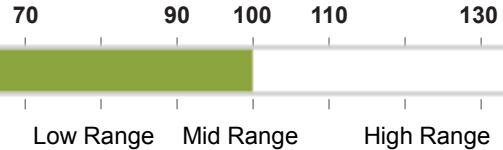
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Reality Testing

Reality Testing objective; see things as they really are

100



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Reality Testing(100)

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

Reality Testing

70 90 100 110 130



Low Range Mid Range High Range

Reality Testing objective; see things as they really are

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

The agreement between you and your raters suggests that you 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	4	4	3.78	3.67		
Makes realistic plans to achieve goals	4	4	3.56	3.67		
Recognises own biases	4	3	3.12	3.67		
Has good sense of strengths and weaknesses	4	3	3.12	4		
Knows when to be objective	4	3	3.38	4		
Knows when emotions affect objectivity	2	3	2.71	3.33		
Even when upset, aware of what's happening to self	4	3	3.11	3.67		
Has a good sense of what is going on	4	4	3.56	3.33		

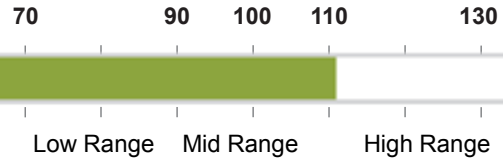
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Impulse Control

Impulse Control resist or delay impulse to act

111



What You Said:

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Example, your result shows someone who extensively controls their emotions and impulses to act. Your highly stable nature helps to put people at ease; coworkers will feel that they can easily predict your behaviour or mood and will be more likely to open communication channels with you. Your result may indicate a tendency to:

- be deliberate and apt to survey a situation before making a decision.
- be patient and calm even when provoked.
- be able to think before you act; you rarely regret what you have said or done.

Emotional Implications on the Job

Emotional Implications. Your emotions are often expected visitors: you experience them, learn from them, and then take action based on this emotional knowledge. This deliberate use of emotions means you give yourself lots of time to understand how you feel and then determine what is the required action.

Strategies for Action

Unfreezing. If you find yourself significantly less impulsive than your colleagues, you may appear to be rooted in thought when others want action. If progress is being held up by too much contemplation, your teammates may see you as a barrier to moving forward.

- Before making a decision, determine upfront what evidence you will need in order to feel comfortable acting. Whose approval do you need? What is the threshold of risk you are willing to accept?
- Knowing this information upfront will help you balance deliberate decision making with the progress demanded by today's business.

Giving Your Gut Reaction a Voice. People high in Impulse Control have a lot of self-talk happening all the time. You rarely act unless you have played out multiple scenarios, and as a result, your gut reaction can often be overlooked.

- Describe a situation in the past week where you regretted not speaking up or acting quickly.
- What emotion were you experiencing? Was it fear, uncertainty, sadness?
- If you could rewrite the situation, what would you have done differently? How could you have listened to your instincts despite the emotion you felt?
- Use this example of how you wished you had behaved as a goal. Try to demonstrate this behaviour in the next two weeks.

Balancing Your EI

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

Impulse Control(111) > **Assertiveness(76)**

Your Impulse Control is higher than your Assertiveness. These components work best together when assertiveness is tempered by good impulse control, resulting in communication that is both forthright and respectful. This means taking the time to consider the impact of your actions, and then proceeding with confidence in an appropriately assertive manner that reflects the most significant aspects of a situation.

Impulse Control

70 90 100 110 130

Impulse Control resist or delay impulse to act



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You agree with all your rater groups that you are able to remain focused, delay temptation, and avoid making rash decisions. These individuals would likely describe you as someone who reflects before speaking, and as a result they seek and respect your advice. Your ability to stay the course allows others to have confidence in you and commitment to your direction, making it easier for you to gain buy-in for your ideas and decisions. Individuals with high impulse control do need to be alert to the fact that spontaneity is appropriate in certain situations, and that delaying action for too long can result in missed opportunities and less innovation. *Is your impulse control always seen as a strength? How can you make sure that impulse control doesn't become a roadblock to progress?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	2	1	1.78	1		
Interrupts others	1	3	1.56	2		
Impulsivity creates problems	1	1	1.22	2		
Is impulsive	2	2	1.44	2.33		
Finds it hard to stop talking	2	3	1.78	1.33		
Reacts hastily	2	1	1.67	2		
Difficult to control impulses	3	2	1.89	1.67		
Finds it difficult to resist temptation	2	1	2	1.33		

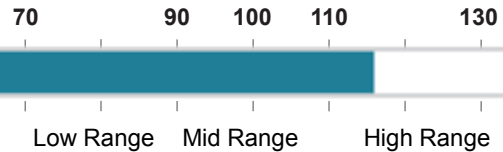
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Flexibility

Flexibility adapting emotions, thoughts and behaviours

116



What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviours in response to change. Example, your results speak of a well-developed ability to adjust yourself to changing conditions and priorities. At work, you likely see change as necessary for innovation and staying ahead of the competition. You can easily assume a change leadership role, where you can encourage others to be as open to change as you are. Some indicators of your result are:

- you are more inclined than most to enjoy change.
- you are able to change your mind when evidence suggests that you do so.
- you have a compliant attitude to working with others, even when opinions differ.

Emotional Implications on the Job

Emotional Implications. Adapting comes easily to you, whether it be an unexpected schedule change or a new strategy for your team. This flexible approach means you may find it difficult to become emotionally invested, as you tend to work with an understanding that ties will inevitably be broken. Be cautious that you don't appear to lack conviction or become so flexible that your efforts are scattered.

Strategies for Action

Change for Change's Sake. Flexibility can look like impulsiveness if it is not grounded in sufficient thought and valid evidence.

- "Changing for change's sake" can leave a lot of people (including customers) shaking their heads in confusion over the loss of their once effective status quo.
- When you find yourself changing your thoughts, emotions, priorities, or direction, stop and ensure that this change is grounded in reasonable evidence and is not simply due to boredom with the status quo. This is particularly important if you are high in Interpersonal Relationships, as you may have the tendency to adjust your actions on a whim to the new ideas that are brought forward by others.
- Communicate this rationale for change to those impacted.

Stay the Course. Your ability to remain flexible is likely to come in handy. However, in team environments, it is very important to make sure your colleagues are aware of any changes that you are thinking about and embracing. Not all people deal well with regular change. Make an effort to document your changes and reasons for the change. This will go a long way to instilling trust and gaining buy-in from your colleagues.

Balancing Your EI

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

Flexibility(116) Independence(103)

Your Flexibility is higher than your Independence. These components are balanced when you remain open to new ideas and approaches, but are able to remain convicted to your ideas when you believe something is important, even if it differs from the consensus or viewpoint of others. You want to be receptive to the ideas of others, but avoid being passively compliant, or simply "going along with the crowd."

Flexibility

70 90 100 110 130

Flexibility adapting emotions, thoughts and behaviours


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR PEERS

How your PEERS rated you:

You perceive yourself to be more open to change compared to the rating of your Peers. In this relationship, you may come across as more "set in your ways" than you intend to be. If you appear to be uncomfortable with changes to the status quo, you might find yourself left out of conversations around important changes or the sharing of new information and innovative ideas. Watch for instances where your facial expressions or body language suggest that you are uneasy with change, particularly if you feel positively toward the change. Your Peers may be picking up on subtle reactions you display and might infer that you are resistant to trying something new. *Why do you think your Peers rated you lower in Flexibility compared to your self-rating?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You agree with your Direct Reports that 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. Your Direct Reports 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. Example, 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 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	2	3	1.78	2		
Does not like unfamiliar situations	2	2	2.88	2.33		
Hard to change own ways	2	2	2.67	2		
Has difficulty compromising	2	1	2.11	1.67		
Uneasy with last-minute changes	1	2	3.11	2		
Finds it hard to make changes	2	2	2.25	1.33		
Needs things to be predictable	2	3	2.89	2.67		
Uneasy with change	2	2	2.33	1		

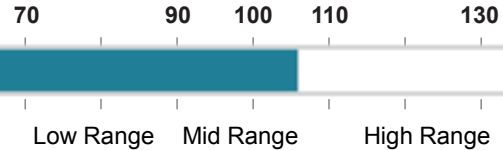
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Stress Tolerance

Stress Tolerance coping with stressful situations

106



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Stress Tolerance(106) > **Interpersonal Relationships(93)**

Your Stress Tolerance is higher than your Interpersonal Relationships result. Achieving balance here will help others better understand your circumstances while allowing you to gain insight into how others are affected by stress. In times of stress, it is often helpful to describe your circumstances to a friend or colleague. This practise may prove insightful and result in healthy and open relationships.

Stress Tolerance

70 90 100 110 130



Low Range Mid Range High Range

Stress Tolerance coping with stressful situations

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You and your rater groups are in agreement that you 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 demeanour. 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	5	4	3.38	4.33		
Can't think clearly when under stress	2	2	1.88	1.67		
Thrives when challenged	4	4	3.33	3		
Handles stress well	3	4	3.25	4.67		
Performs well under pressure	4	4	3.62	4		
Copes well	4	4	3.11	4.33		
Handles upsetting problems	4	3	3.11	4.33		
Does not react well to stress	2	3	2.22	1		

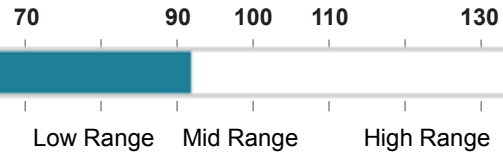
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Optimism

Optimism positive attitude and outlook on life

92



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Optimism(92)

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

Optimism

70 90 100 110 130



Low Range Mid Range High Range

Optimism positive attitude and outlook on life

What Your Raters Said:

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

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

You and your Peers agree that you are optimistic and positive in your approach to most activities, however there are times when you take a more pessimistic stance. In your interactions with your Peers, 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. Example, 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 with your Peers?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	3	4	3.11	4		
Is optimistic	3	4	3.22	4.33		
Expects the worst	2	1	2	1.33		
Hopeful for the future	3	4	3.11	4.33		
Sees the best in people	4	4	3.67	4.33		
Has good thoughts about the future	4	4	3	4.33		
Expects things to turn out all right	3	4	2.89	3.33		
Has a positive outlook	4	4	3	4		

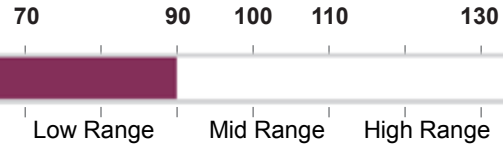
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Well-Being Indicator

Happiness satisfied with life; content

90



How to Use this Page

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

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

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

Happiness

Example, 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 when participating in activities you enjoy.
- be seen by coworkers 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 (Emotional Expression and Assertiveness) which may be holding you back from experiencing greater happiness. Are there goals you can set that are related to these areas?

Self-Regard (93)

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

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

Optimism (92)

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

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

Interpersonal Relationships (93)

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

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

Self-Actualisation (106)

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

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

Well-Being Indicator

70 90 100 110 130



Low Range Mid Range High Range

Happiness satisfied with life; content

What Your Raters Said:

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

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You are perceived by your Direct Reports to be happier compared to what you report yourself. Perhaps you appear to be more satisfied than you actually feel, or alternatively, you may be most comfortable and happiest when working with this particular rater group. Consider whether you openly share your emotions and moods with your Direct Reports, or if you adopt a happy facade in their presence to give the illusion that you are happy. If you feel happier with this group than with other groups or in other contexts, consider which characteristics of this relationship please you most, and work on fostering these characteristics in your relationships with others. *What are some reasons why your Direct Reports would rate you differently on Happiness than you rated yourself?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

Example, you and your Peers agree that more often than not, you feel satisfied with your life. Although you acknowledge that there are moments when you could be more content, in most of your interactions with your Peers you convey what you feel on the inside: a general enthusiasm for life and a happy disposition. You may want to look into why there are differences in how other rater groups see your level of Happiness. Consider whether you present yourself in a different light when working with groups other than your Peers. *Why would there be more agreement on your level of Happiness between you and your Peers than between you and other rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	2	2	1.62	1.67		
Is not happy with his/her life	2	2	1.71	1.67		
Is enthusiastic	4	3	3.22	4		
Is happy	4	4	2.89	4		
Is satisfied with his/her life	3	4	3.56	4		
Is excited about his/her life	3	3	3.12	4		
Looks forward to his/her day	3	4	2.89	3.67		
Is content	3	4	3	4.33		

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

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

Action Plan

The steps you take towards achieving your EI goals will determine whether or not success is realised. 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 behaviours that you would like to further develop (e.g., “reflective listening” to build empathy, or “recognising 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 behaviours.

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

Action Planner (example)

I commit to this action plan _____
(signature)

EI Development Commitment

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

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

My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____

My Items

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

Q: What are this person's most significant strengths? Please explain.

M1: A strong functional job knowledge and extensive manufacturing experience that serves our entity well. Always willing to support and help others and rarely says no to a request. Very approachable and friendly with a good two way communication style. A true team player with an ability to engage in a wide range of initiatives and discussions with thought provoking input. Valuable contributions to our entity and people strategy.

P1: Not Provided

P2: Is a team player Opens communication: adds constructive insight when necessary Is comfortable to talk to, never intimidating Has a personable yet professional demeanor

P3: Not Provided

P4: Cares about the well being of others. Cares about quality and safety. Provides input even in areas outside his speciality. Gets involved and is reliable.

P5: Nick is responsive, honest and courteous

P6: Vast knowledge of manufacturing and systems. Good sense of humour.

P7: I have found Nick a strong in character with a firm belief in his own abilities, who is trustworthy and loyal.

P8: Dependable and effective when given direct instructions

P9: Technical Knowledge

DR1: dedication , work ethic

DR2: Good communication skills Very approachable Very knowledgeable Experienced

DR3: Calm and aprochable, making communication easy. Able and willing to take on new roles.

Q: What are this person's most significant areas for development? Please explain.

M1: Reticance to provide feedback (both positive and constructive) to peers. However this is a situation shared with most of the SMT. Sometimes quiet in some SMT exchanges thereby not giving us the benefit of your experience and knowledge.

P1: Not Provided

P2: More active in discussions giving ideas, suggestions, and feedback since his input is very valuable Take more risks Provide ideas for paths that arent paved yet

P3: Not Provided

P4: He is starting to get involved in projects outside his core area (Axapta) so this is something he should continue. He should look for opportunities to lead projects that are different from his functional role so he becomes more familiar with how other departments run and how our products work.

P5: Not Provided

P6: Often insular, can be bad tempered. Keeps himself to himself a lot of the time.

P7: Not Provided

P8: More positive input into the management team strategy rather than negative input.

P9: Knowledge Sharing

DR1: Not Provided

DR2: Interpreting other ideas? Training?

DR3: To make tough decisions sooner rather than wait and see what happens.

Q: Looking forward, how would you like to see this person enhance his/her impact as a manager/team member?

M1: Continue the journey with the SMT to further enhance communication and feedback skills in order to grow an even more effective team. As AX2012 becomes fully embedded increase your Ely centric remit in order to apply your strong manufacturing experience to help drive our operation forward. Apply enhanced coaching and people development skills (from IIP and the SMT dev journey) in future line management roles.

My Items

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

- P1:** Not Provided
- P2:** More active in correspondences Help support or refute ideas freely
- P3:** Not Provided
- P4:** Nick's department is more like a one-man department so it would be good to see him take on more projects that allow him to interact with more members of the team and other departments. For instance, training others on AX or applying/sharing expertise from his previous work experience.
- P5:** maybe spend some more time with the users
- P6:** More open with others.
- P7:** Not Provided
- P8:** Nick has many years' experience of being a Senior manager. Over recent years I feel his current position means he often works alone which I feel has had an impact into his contributions into the wider management team and strategy. I would like to see Nick come back out of the 'hole' and make more positive impact to the rest of the team.
- P9:** Nick is a great support and I would like to know more about the system

- DR1:** Not Provided
- DR2:** Be more confident with the ideas they have and voice them more openly Work with others below him to get good ideas and present them to management team
- DR3:** Not Provided