

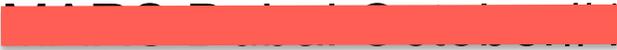


EQ-i^{2.0}
assess. predict. perform.



WORKPLACE

REPORT

User ID: 

 Leadership: Delivering Breakthrough Results

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MAGEE MANAGEMENT ADVISORS, LLC



EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

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



SELF-EXPRESSION

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

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

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

DECISION MAKING

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

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

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

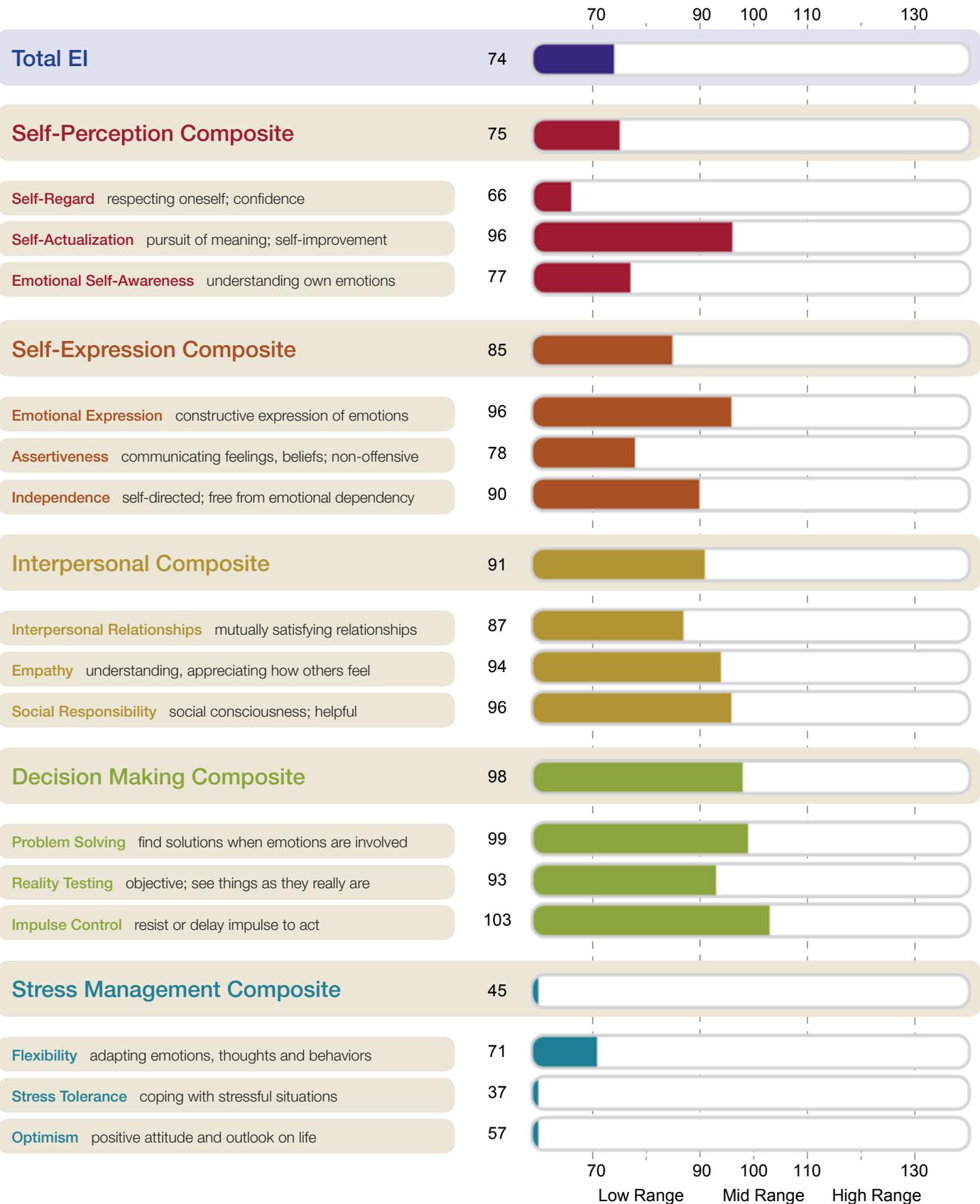
INTERPERSONAL

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

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

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

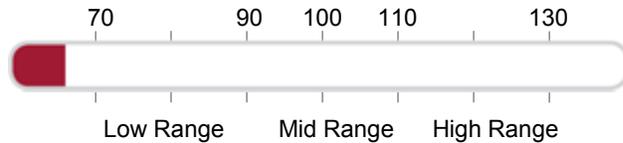
Overview of Your Results



Self-Regard

Self-Regard respecting oneself; confidence

66



What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Your result suggests that self-regard may be an area where you would benefit from improvement. Your uncertainty in your own abilities may translate into decreased performance and resistance to taking on greater challenges at work. You may be:

- generally more conservative in your estimation of your capabilities.
- unable to recognize your strengths or forgive yourself for your weaknesses.
- low in self-confidence and feelings of self-adequacy.

Impact at Work

Emotional Implications. The emotional implications of low self-regard extend further than many people realize. Your result suggests that you may feel inferior, less talented or less capable than your colleagues. You may also have lower motivation to achieve your fullest potential, a less positive outlook on your strengths and weaknesses, or you may struggle to confidently express yourself when working with others.

Social and Behavioral Implications. Your internal struggle with who you are and who you hope to be is often perceived as a lack of confidence by your colleagues. You tend to avoid interactions where you are less confident or use email to avoid face-to-face conversations at work. When presenting yourself, you may use uncertain or wishy-washy language, a softer, shy posture, or avoid eye contact. You may be passed over for leadership opportunities because you often hide your skills and talents.

Strategies for Action

Self-Regard Inventory. Conduct a Self-Regard Inventory on your job performance.

- List your strengths and areas for improvement. For every strength listed, ensure you are fully using each one in your role. The more you practice using your strengths, the more you will realize your true potential and resulting confidence in these areas.
- For each improvement area, assign a strength that can be leveraged. For example, draw on your strong technical expertise to present your opinion confidently in meetings.

See it, Think it, Do it. Low self-regard can be visible to your peers, so in addition to developing self-regard on the inside, you also need to consider how you represent yourself to others. When you feel self-doubt creeping in:

- SEE what success would look like to you (e.g., I will close this sale with only a 5% discount).
- THINK about how you will achieve success; tell yourself (and others) that it is possible to reach it.
- DO execute on your plan for success and present yourself accordingly (e.g., maintain eye contact and hold a confident posture—even if you are on the phone, use a steady-paced voice, ask others to hold you accountable).

Balancing Your EI

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

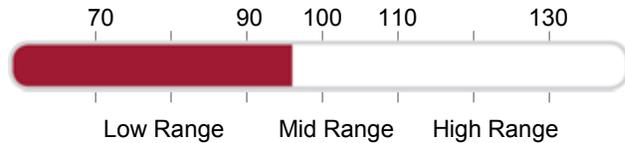
Self-Regard(66) ↔ Problem Solving(99)

Your Self-Regard is lower than your Problem Solving. These components can be balanced by evaluating your self-worth in terms of your actual ability to find solutions to problems. This process can be facilitated by seeking additional information to validate decisions before acting. When generating solutions to problems, evaluate your strengths and weaknesses and develop solutions that cater to your strengths whenever possible.

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

96



What Your Score Means

Self-actualization can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. 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.

Impact at Work

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.

Social and Behavioral Implications. Your consistent drive to improve yourself, while pursuing personally relevant objectives, helps to create a fulfilling and varied life. This perpetual drive is often perceived by your colleagues as being organized, directive, deliberate, and purposeful. In addition, self-actualized individuals value the actual process of achieving their goals as much as or more than the final outcome. Therefore, you may find both short- and long-term planning, projecting, and scoping activities are likely natural processes for you.

Strategies for Action

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

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

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

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

Balancing Your EI

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

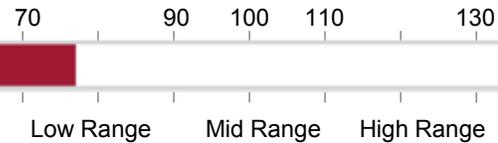
Self-Actualization(96)  Optimism(57)

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

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

77



What Your Score Means

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Your result indicates that fully understanding your emotions and their causes may be an area of challenge for you. It is likely that you:

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

Impact at Work

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

Social and Behavioral Implications. In social situations, your lower Emotional Self-Awareness may be noticeable in the way you express your emotions because you may not fully understand the emotion or its impact before you express it. Under times of stress your mood may impact your performance and that of your teammates. Also, because emotional triggers and responses often elude you, you may find yourself in uncomfortable professional encounters, where you have understood the tangible facts of the situation but perhaps overlooked somebody's emotional state.

Strategies for Action

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

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

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

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

Balancing Your EI

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

Emotional Self-Awareness(77) ↔ **Stress Tolerance(37)**

Your Emotional Self-Awareness is higher than your Stress Tolerance. When these scales work well together, you are able to recognize how stressful situations are affecting you on an emotional level. That is, you are better able to navigate the situation and manage the emotions created by the situation. Emotions should not be ignored but neither should they entirely dictate your behavior when under stress.

Emotional Expression

Emotional Expression constructive expression of emotions

96



What Your Score Means

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

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

Impact at Work

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

Social and Behavioral Implications. Successful relationships flow from a willingness to openly exchange thoughts and feelings. Your result suggests that not only are you capable of expressing your emotions in a meaningful way, but you are also usually eager to share these thoughts and feelings. Your relationships with your colleagues and clients have open channels for communication; you clearly express your feelings, creating an environment where others feel comfortable doing the same with you. There may be certain relationships or conditions where you feel less comfortable expressing yourself; it is important to determine where and why you hold back your true feelings.

Strategies for Action

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

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

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

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

Balancing Your EI

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

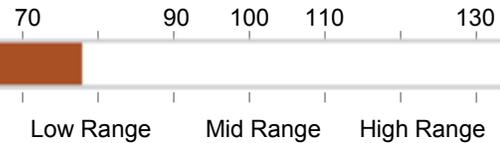
Emotional Expression(96) ↔ **Assertiveness(78)**

Your Emotional Expression is higher than your Assertiveness. Are you more comfortable expressing thoughts and feelings than you are expressing directives? Balancing Emotional Expression and Assertiveness requires not just expressing your thoughts, but also appropriately letting people know what action you expect to see.

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

78



What Your Score Means

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. 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.

Impact at Work

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.

Social and Behavioral Implications. Your level of assertiveness suggests that you have a tendency to act passively and have difficulty communicating feelings, beliefs, and thoughts openly. Your lack of assertiveness may prevent you from motivating others to achieve individual and team goals, effectively dealing with conflict, and obtaining adequate resources for effective job performance. You could also be seen as lacking initiative, particularly if you are low in independence. Your great ideas may stay hidden from your team and as a result you will not be as enthusiastic or committed to others’ ideas/directions (because you have something better in mind).

Strategies for Action

Overcoming Fear. A common reason for overly passive behavior is the fear of losing something as 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 future. These will be relatively safe opportunities for you to practice 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. The subscale that differs the most from Assertiveness is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

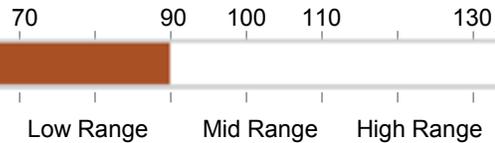
Assertiveness(78) ↔ Empathy(94)

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 recognize 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.

Independence

Independence self-directed; free from emotional dependency

90



What Your Score Means

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.

Impact at Work

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. What you believe are your strengths is consistent with what others observe in you.

Social and Behavioral Implications. Although you are willing and able to work with others and make decisions in collaboration with other people, you have the ability to remain self-directed and free from emotional dependency. You take initiative and feel confident doing so, yet you do not damage productive working relationships by excluding others when you make decisions. You may find there are some instances at work when you are more dependent on others than you wish to be. It is important to determine why your independence wavers in these situations and work toward strengthening this ability even further.

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 energized 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. The subscale that differs the most from Independence is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

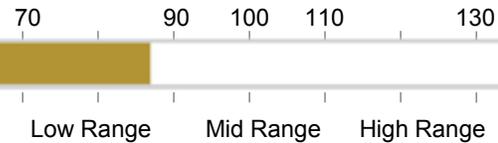
Independence(90) ↔ **Emotional Self-Awareness(77)**

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

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

87



What Your Score Means

This subscale is about developing and maintaining mutually satisfying relationships and your result suggests that this could be challenging for you. Your view of relationships may be transactional, where you see relationships in terms of how others can help you, instead of building bonds that include mutual give-and-take. Unless you work alone, close relationships are crucial to your success and you may be missing opportunities to share your team members' expertise and resources. Some characteristics of your result are:

- you may have many acquaintances but few cherished, supportive friends/colleagues.
- you likely understand how others can help you, but know few details about them personally.
- you may rely on your own devices to get the job done, rather than asking for help.

Impact at Work

Emotional Implications. If you do not frequently draw on interpersonal skills you will struggle to showcase your other EI capabilities. For example, any EI skills you have will not be evident to your colleagues if you do not regularly engage them in authentic interactions. Also, the deeper and more active your relationships are, the more you will recognize others' emotions and the more adept they will become at recognizing yours.

Social and Behavioral Implications. If you have difficulty developing relationships or are generally dissatisfied with the quality of the relationships you do have, you could be limiting your personal and professional potential. Most of the time you need to get work done through others and if you are not easy to approach, it is likely that others avoid sharing information with you or feel little commitment to fulfilling their part of your shared objective. You may be seen as too preoccupied with your work to engage in personal conversation, missing the chance to get to know others, and their expertise and talents.

Strategies for Action

Be Personal. Personal questions don't always have to be intrusive in nature, you can easily rephrase a work related question in a way that allows the other person to open up.

- Try switching from closed ended questions (e.g., "Is your part of the report complete?" or "Did you have a good weekend?") to open ended questions (e.g., "How have you been finding your part of the report?" or "What plans do you have for the weekend?")
- Brainstorm a list of questions that spark conversation and keep it handy so you can show your interest in the individual and not just in the work they do.

Learn Your Comfort Zone. Try identifying social situations where you are most comfortable and replicate your behavior when you are at ease to other less comfortable situations.

- Write down how you interact with others when you are in a comfortable environment. For example, are you more talkative with close friends? Can you joke with your family?
- Try applying some of these strategies to other, less-comfortable situations. For example, if you joke with your family try using lighthearted humor when you feel uncomfortable meeting new people.

Balancing Your EI

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

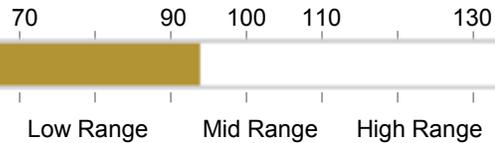
Interpersonal Relationships(87) [↔](#) **Problem Solving(99)**

Your Interpersonal Relationships result is lower than your Problem Solving result. These factors work together effectively when decisions are made and problems are solved while considering how the decisions will impact those around you. Take extra time when needed to communicate with others from the beginning so that they are engaged in the solution process.

Empathy

Empathy understanding, appreciating how others feel

94



What Your Score Means

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

- you are “tuned in” to how others are feeling.
- you care about the thoughts and feelings of others as much as you do your own.
- under times of stress or moments of defensiveness, you are likely to adopt a less empathic approach, possibly arguing your position without considering the needs of others.

Impact at Work

Emotional Implications. Your result in Empathy provides a solid foundation for all other interpersonal skill areas. You draw on your ability to respect others so that your interactions with others appear sincere. Still, certain emotions may cause your normally empathetic demeanor to crack. Anger, for example, may get the best of you, causing you to become critical instead of your typical caring and respectful self.

Social and Behavioral Implications. Generally speaking, your ability to perceive and understand other people’s emotions suggests that caring for others is built into the process of achieving your day-to-day tasks. For you, empathy is an active process that is inherent in the way you make decisions, resolve conflict, manage change, and work as a contributing team member. Often this results in others reciprocating their thoughts and emotions. Your ability to demonstrate empathy where appropriate will go a long way toward fostering your interpersonal relationships.

Strategies for Action

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

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

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

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

Balancing Your EI

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

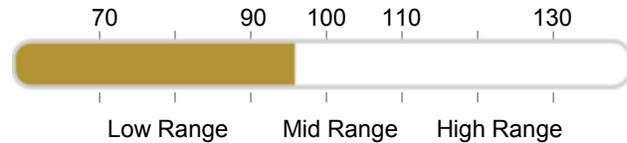
Empathy(94) ↔ **Emotional Self-Awareness(77)**

Your Empathy is higher than your Emotional-Self Awareness. This imbalance suggests that you may put the thoughts and feelings of others ahead of your own, running the risk that you neglect yourself. The optimal balance here is achieved by taking the feelings of others into account, without neglecting your own feelings and needs.

Social Responsibility

Social Responsibility social consciousness; helpful

96



What Your Score Means

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. 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 times when you do not recognize the needs of the larger group. Based on your result, you:

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

Impact at Work

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.

Social and Behavioral Implications. It is likely that you uphold the moral and ethical compass within your organization and regularly place your team's goals ahead of your own personal agenda. You act in a responsible manner, taking care to ensure that any negative consequences of your actions are minimized. Although you can still be even more socially responsible, overall you appear to be a cooperative and contributing member of your workplace and community.

Strategies for Action

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

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

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

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

Balancing Your EI

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

Social Responsibility(96)

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

Problem Solving

Problem Solving find solutions when emotions are involved

99



What Your Score Means

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. 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.

Impact at Work

Emotional Implications. The emotional implication for your result is that while most of the time you tackle decisions head on, there are instances when 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.

Social and Behavioral Implications. You regularly engage in clear problem-solving strategies, even when emotions enter the picture. Although there are still times when your emotions derail your decisiveness (e.g., under stress), for the most part you make use of the information contained in your emotions rather than let those emotions cloud your judgment. Given your ability to find solutions when emotions are running high, you are likely perceived as someone who can assume leadership responsibilities where decisiveness and execution are paramount.

Strategies for Action

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

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

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

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

Balancing Your EI

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

Problem Solving(99) ↔ **Flexibility(71)**

Your Problem Solving is higher than your Flexibility. Balancing these components often involves considering different solutions to a problem. Use solutions that you know from experience will work, but be receptive to new approaches when they may offer a more optimal solution. Remember to maintain a flexible stance throughout the brainstorming process to help generate as many solutions as possible.

Reality Testing

Reality Testing objective; see things as they really are

93



What Your Score Means

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. Your results indicate that for the most part you can look past your emotional biases and see situations objectively. You are tuned into the task at hand and your environment and as a result set fairly reasonable goals. Your result suggests:

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

Impact at Work

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.

Social and Behavioral Implications. Understanding your own limitations and personal biases goes a long way toward establishing credibility with your peers. Giant possibilities are inspiring, but matching possibilities with capabilities will create the buy-in you need. Others likely seek out your evaluation of a situation, as you are able to remain objective even when emotions are heightened. At work, your actions are likely to be exactly what the situation calls for, and only under some circumstances do you over- or under-react. It is important to figure out when you misread your environment (e.g., under stress?) and how you can further put aside your biases under these circumstances.

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. The subscale that differs the most from Reality Testing is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

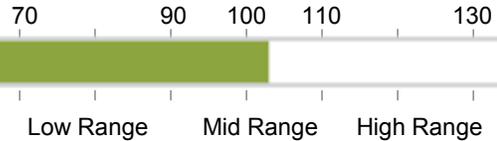
Reality Testing(93) ↔ Self-Regard(66)

Your Reality Testing is higher than your Self-Regard. To align these components, set meaningful but attainable goals and base your self-assessment on the accomplishment of these goals. The use of objective, supportive feedback can be helpful.

Impulse Control

Impulse Control resist or delay impulse to act

103



What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Your result shows someone who is generally able to resist or delay impulses to act. Your stable nature helps to put people at ease; coworkers will feel that they can predict your behavior and will open communication channels with you. Your result may indicate a tendency to:

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

Impact at Work

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

Social and Behavioral Implications. Your ability to remain focused, delay temptation, and generally avoid making rash decisions has tremendous interpersonal and professional implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that results in corporate buy-in. You are likely respected for your ability to stay the course and think before you act. There is still room to improve your impulsivity, particularly in times of stress or extreme temptation. In such instances you may find it hard to resist impulses to act which may lead to rash decisions or behavior you later regret.

Strategies for Action

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

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

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

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

Balancing Your EI

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

Impulse Control(103) ↔ **Stress Tolerance(37)**

Your Impulse Control is higher than your Stress Tolerance. Good impulse control is helpful for avoiding rash decisions when under stress, but balancing these facets means not being overly constrained to the point of being unable to act. The interplay of self-control under stress with recognizing and acting on your emotions and needs is a delicate balance.

Flexibility

Flexibility adapting emotions, thoughts and behaviors

71

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. More often than not, you appear to be rigid in the way you approach work and life in general. You likely thrive in environments with strict guidelines to follow and stable priorities. However, most workplaces today are in a dynamic and rapid state of change. This may be an area to strengthen as your result indicates:

- an unwillingness to change the way you work (e.g., how you store your emails, managing customer accounts, who you report to, moving from one project to another).
- that you feel uneasy or nervous about change.
- your view of change is: "If it ain't broke don't fix it!"
- you approach organizational changes with trepidation.

Impact at Work

Emotional Implications. When people are less flexible they are usually allowing their emotions to have a bigger voice than their objective reasoning. Being flexible is about making a choice—do I keep doing the same thing, or do I change? Be aware of when your emotions take over this decision, for instance when anger or frustration convinces you that your old way of doing things is just fine and change isn't necessary.

Social and Behavioral Implications. You may have difficulty adapting your emotions, thoughts, and behaviors to changing conditions in your workplace. As a result, your colleagues may perceive you as rigid and unwilling to change, which may result in missed opportunities for leadership and becoming antiquated in your area of expertise. While others might tackle a new idea, product, or strategy with gusto, you may find yourself overwhelmed, scared, or worried about adjusting to the change, and thereby fall behind the crowd of change supporters.

Strategies for Action

Emotion Analysis. If you find yourself resisting change, write down what emotions accompany your hesitation.

- For each emotion, use your self-awareness to identify the reason you are feeling this way (e.g., your fear of change comes from the possibility of making mistakes).
- Work through your list of emotions and their causes to find tangible evidence to support or invalidate your emotion. For example, if you are afraid to make a mistake, start gathering all the possible resources and expert advice to help keep your fear at bay when tackling this new challenge.

Brainstorming. Brainstorming, especially when performed in a group context, will enable you to take on new perspectives and harvest these options for future contexts. Before you begin brainstorming options, bring about a positive mood in yourself or in the group. Positive emotions help to facilitate creativity and will allow you to remain open to any ideas brought forth.

Balancing Your EI

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

Flexibility(71)  Impulse Control(103)

Your Flexibility is lower than your Impulse Control. When working most effectively together, impulse control will prevent you from making changes that are rash and unjustified. It should not, however, prevent you from making changes that are worth making even if they entail some risk. A good balance of these components will allow sensible changes to occur in a thoughtful way.

Stress Tolerance

Stress Tolerance coping with stressful situations

37

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Your result indicates that often your attempts to cope with stress are associated with feelings of anxiety and nervousness. Your repertoire of coping strategies may be limited and it is likely you have difficulty choosing the appropriate strategy for the situation. Some characteristics of your result are:

- emotions may get in the way of your ability to cope with stress.
- areas of EI weakness are often apparent during times of stress.
- pressure or competition at work is likely to hinder your performance.

Impact at Work

Emotional Implications. Being low in Stress Tolerance gives your emotions the opportunity to take control of you. This can compromise your ability to think clearly and select a coping strategy in response to stress. You may not be able to manage your emotions and use them to your advantage. For example, recognize that a positive emotion could help you brainstorm solutions to help alleviate your stressful situation.

Social and Behavioral Implications. The way in which one copes with stress varies from person to person. Given your result, you may display an angry or agitated disposition, and become heated or overly emotional in difficult situations. As a result, others may see you as fragile or unable to handle tough news. How often do you think the truth is withheld from you due to your reduced tolerance for stressful circumstances? You may also respond to stress by becoming withdrawn, showing little energy or emotion. In either case, you run the risk of isolating yourself from the support of close relationships, further compounding the stress in your life. Watch for a tendency to develop nervous habits, overeat or sleep excessively, isolate yourself from others, neglect responsibilities, or use of drugs or alcohol.

Strategies for Action

Finding Control. Perceiving that you have control over a situation is one of the greatest alleviators of stress and its harmful side effects (e.g., high blood pressure).

- Coping strategies will help arm you with personal control and power over stress. Research coping strategies that you see your peers use and keep a log of all strategies you can use to combat your next stressful situation.
- Having a physical reference point, like this list of strategies, will help give you control by providing you with a choice of coping options.

Social Buffer. Friends, family and close work peers can provide a buffer from the effects of stress on your well-being. Reminding yourself of the social resources at your disposal can arm you with coping strategies to draw upon when stress appears.

- Take inventory of the resources (e.g., friends, colleagues) you have at your disposal and the strengths each brings to your relationship.
- Identify how each person can help you to better cope with stress. For example, while a friend may run with you to take your mind off of a stressful day, a close colleague might be able to actually provide a solution as she knows your workload better.

Balancing Your EI

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

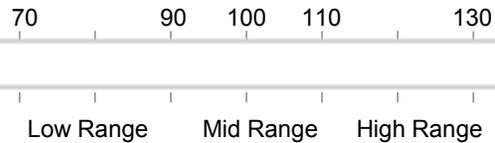
Stress Tolerance(37)  Problem Solving(99)

Your Stress Tolerance is lower than your Problem Solving. While solving the actual problem is of course necessary, it is also important to pay attention to effectively coping with the stress it creates. When problems take longer to resolve (e.g., ongoing job demands), you may need to use coping strategies (e.g., relaxation techniques) in order to keep you energized and effective in the long run.

Optimism

Optimism positive attitude and outlook on life

57



What Your Score Means

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. Your result indicates that you are less optimistic than most, perhaps with a more pessimistic attitude toward work and other people. Some characteristics of your result are:

- you tend to see the world with a “glass half-empty” approach.
- you expect and plan for the worse, feeling better when contingency plans are in place.
- your goals and performance targets are likely very conservative.
- you’re not as hopeful about the future as most.

Impact at Work

Emotional Implications. Less optimistic people like you may place more emphasis on negative emotions than on positive ones. This means you aren’t attending to the whole spectrum of emotions you could experience when something goes wrong. The implication is that you become more comfortable with being upset or angry at your own faults than you are with being excited about the challenge of overcoming an obstacle.

Social and Behavioral Implications. Your less optimistic disposition may be discouraging to colleagues, especially during times of brainstorming, creativity, and blue-ocean thinking. You may focus on the negative aspects of an idea, rather than allowing the team to contemplate it for its merits. While your team may benefit from moments where you play the role of “devil’s advocate,” doing so too frequently dampens innovation and goal setting. Optimism allows you to look toward the future, particularly when times get tough. Watch that you aren’t pulling yourself and your team into the dregs of the current situation by not communicating a compelling vision for what the future could hold.

Strategies for Action

Realistic Optimism. You are halfway to becoming an optimist; you already have a keen eye for the worst-case scenario, now you just need to define the best-case scenario!

- This can take a long time to change, but it is possible.
- Every time you find yourself preparing for or fearing the worst possible outcome, write it down and put it away.
- Then, write down the best, yet realistic, outcome. Plan for this instead. Talk about this as if it is the future. Seek feedback from your colleagues about how realistic this situation is.
- After all your planning is done for the best outcome, only then should you consider the worst possible scenario and plan for it (if you even think it is still a possibility).

Vicarious Optimism. When the chips are down and things aren’t going well, it is often helpful to reflect back to a time when you have overcome a similar challenge in the past. However, there are times when our personal experiences aren’t enough. An alternative strategy is to identify with someone—a friend, colleague, or even someone in the media—who has faced a similar challenge and successfully navigated their way through it. If they can do it, so can you!

Balancing Your EI

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

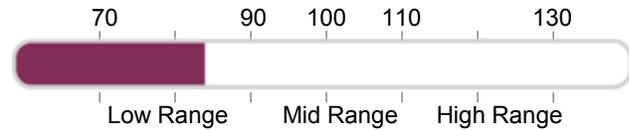
Optimism(57) [↔](#) Reality Testing(93)

Your Optimism is lower than your Reality Testing. To balance these components, use objective information and facts to inform, strategize, and inspire dreams and visions for the future. Although there are times when you must change course entirely, don’t give up if there is still a reasonable chance to succeed. Consider all possible courses of action before revising goals.

Well-Being Indicator

Happiness satisfied with life; content

84



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

Your result in Happiness suggests that you may find it difficult to show enthusiasm and cheerfulness towards life in general. Also, your lower Happiness may dampen any shining strengths you have in other EI skill areas, making it difficult for others to see past your discontentment. Your low Happiness result is likely related to your lower Self-Regard, Optimism and Interpersonal Relationships, which are of particular importance in promoting feelings of happiness. You may:

- experience periods of apathy or discontent.
- view life as being all about work and not play.
- withdraw from social situations, friends and colleagues.

Self-Regard (66)

Happiness is a by-product of believing in oneself and living according to your own values. Your low Self-Regard may lead you to question your values, performance and decisions, ultimately lowering your happiness.

- Reflect on past accomplishments by identifying skills that enabled you to be successful.
- What do you admire most about yourself? Why? What do you like the least?

Optimism (57)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Because your Optimism is low, you are unlikely to adopt a positive outlook or view the good in your life as personal, permanent and justifiable.

- Take an inventory of the good in your life. Make a list of all things positive, personal, and permanent, celebrating even the smallest aspects.
- Identify two strategies that can help you to better cope with setbacks.

Interpersonal Relationships (87)

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. Your lower result in Interpersonal Relationships suggests that you may not have a strong, supportive network that can help restore your happiness when you need it the most.

- Who are your closest friends and family members? How likely are you to confide in them? Why or why not?
- How often do you interact with others to complete a 'transaction', instead of having a meaningful interaction?

Self-Actualization (96)

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

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

Action Plan

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

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

I commit to this action plan _____
(signature)

EI Development Commitment

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

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

My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____