



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

WORKPLACE

REPORT

Thomas Example

November 07, 2012



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.

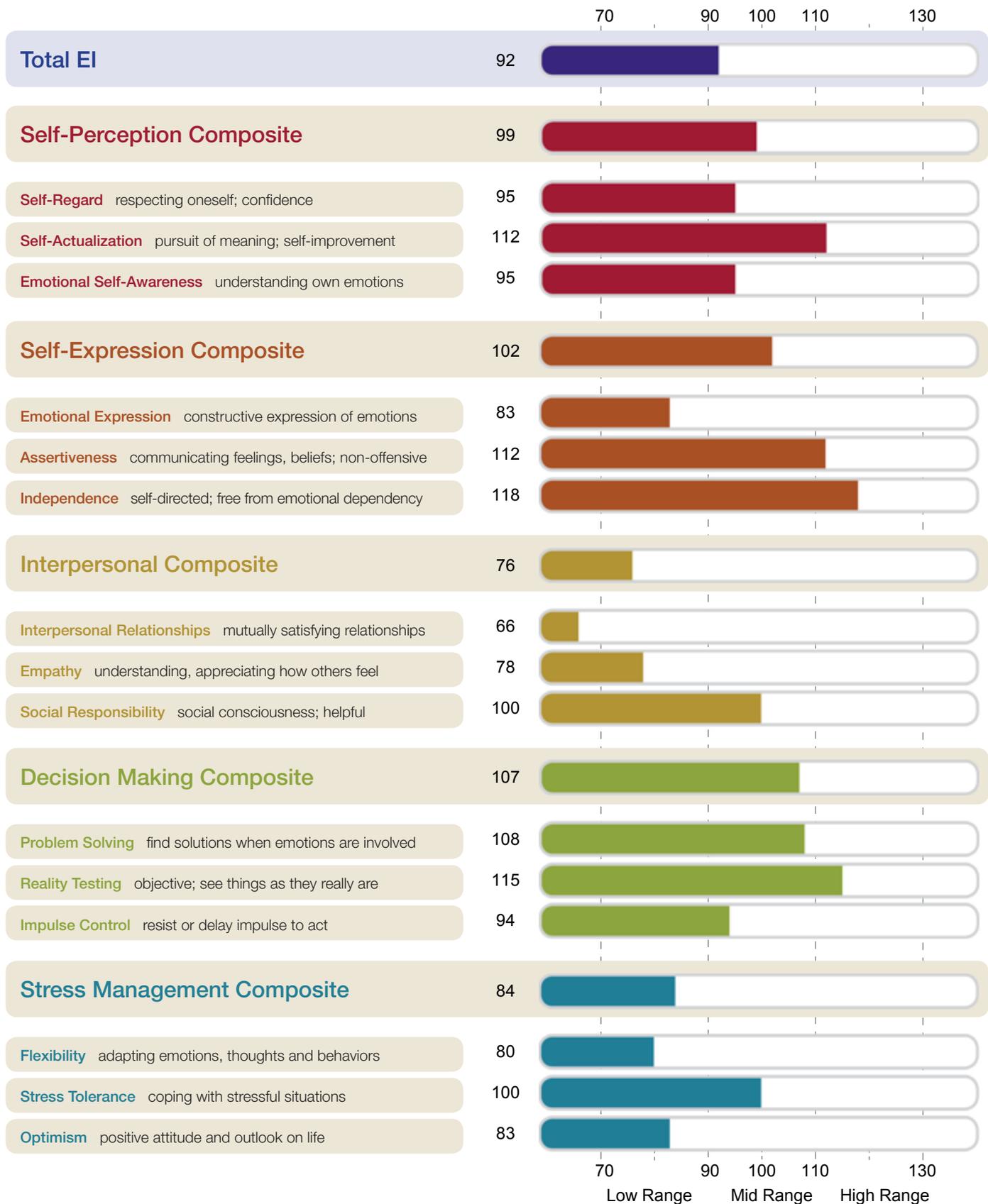
INTERPERSONAL

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.

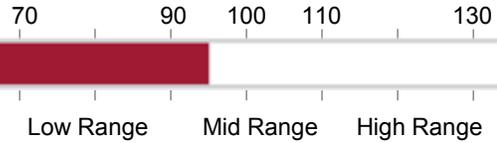
Overview of Your Results



Self-Regard

Self-Regard respecting oneself; confidence

95



What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Thomas, 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.

Impact at Work

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

Social and Behavioral Implications. Your self-respect and understanding of your strengths and weaknesses is often perceived by others as confidence in your approach to work. Your feelings of inner strength and self-confidence are evident in the way you conduct yourself and interact with others. You are likely to maintain eye contact, make use of body language that is engaging, and use a tone of voice that is welcoming but deliberate and decisive where appropriate. Like a majority of other people, you still have moments where your self-regard waivers, and care should be taken that you continue to leverage opportunities to showcase your talents and overcome weaknesses.

Strategies for Action

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

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

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

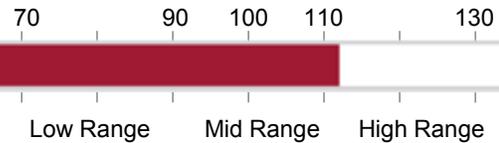
- Healthy self-doubt results from knowing and accepting an area of weakness. For example, you are nervous giving presentations and you know this needs improvement.
- Unhealthy self-doubt results from negative self-talk; there is no evidence that you will do poorly, yet you are convinced you will fail.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

Notes

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

112



What Your Score Means

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

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

Impact at Work

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

Social and Behavioral Implications. Behaviorally, people who are self-actualized are committed to the ongoing development of their talents and abilities by engaging in daily activities that are purposefully tied to meaningful goals. Your passion and lack of acceptance of the status quo drive you to seek out new challenges and approaches to decision making and problem solving. Although being self-actualized is a tremendous strength, people may have a tendency to expect that you have all the answers. Particularly if you are in a leadership position, continue to make the effort to engage those around you by asking reflective questions and sharing ideas.

Strategies for Action

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

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

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

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

Notes

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

95

70 90 100 110 130

Low Range Mid Range High Range

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. Thomas, 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.

Impact at Work

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

Social and Behavioral Implications. Your level of Emotional Self-Awareness indicates that more often than not, you feel comfortable expressing your understanding of your thoughts and ideas to your colleagues and, moreover, you know how your emotions can increase individual and team morale. Your colleagues likely understand your stance and value your openness when it comes to how you are feeling. There may still be some circumstances at work that cause you to be unsure of your emotions. You could benefit from a bit more investigation into what triggered your feelings in these cases, and what subsequent action needs to be taken.

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.

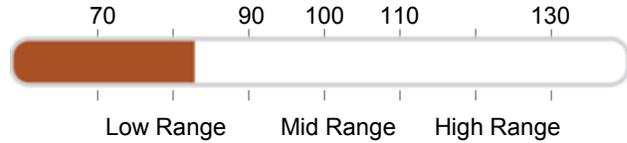
- Experiment with different techniques and mediums to make you feel a wide range of emotions (e.g., somber, happy, angry, creative, or peaceful). Putting yourself in a slightly somber mood can help you focus on analytical tasks, while being happy will help you with brainstorming or creative tasks.

Notes

Emotional Expression

Emotional Expression constructive expression of emotions

83



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. Thomas, 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, probably showing as little variation in your demeanor as possible. 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.

Impact at Work

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You tend to bottle emotions inside and not share them with others. This can create the illusion that you are either emotionless or that you do not grasp the significance of the situation.

Social and Behavioral Implications. Expressing one's feelings verbally and nonverbally is key to forming effective relationships. Your less expressive style may mean that in new environments you could struggle to engage others in a meaningful way. People can easily misperceive you as being withdrawn and as a result it may be hard for you to inspire others or gain the support you need. While you may feel comfortable remaining in a predictable, pokerfaced state, it is actually stressful for others when they need to share information with you. If you do not reflect your emotions, you may miss crucial information because others feel uncomfortable being open and honest with you.

Strategies for Action

Getting Rid of the Group Hug. At work, sharing your emotions shouldn't be a single organized 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.

Notes

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

112

70 90 100 110 130

Low Range Mid Range High Range

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. Thomas, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. Some of the following characteristics may apply to you:

- you are firm and direct whenever necessary.
- you achieve your goals by articulating your needs and protecting your resources.
- you view your rights and those of others as sacred; you stand up for yourself and others.

Impact at Work

Emotional Implications. You have a solid understanding of what is worth standing up for, and you likely pull on strong emotions and convictions to state your position. While this is a crucial skill to have, watch that when you defend your position you do not miss important information or feedback that may alter your perspective. While some situations call for a definitive stance (e.g., addressing a safety violation), others may require you to be more flexible in your thinking.

Social and Behavioral Implications. Your level of assertiveness suggests that you have the knack for finding the right words at the right time to get your point across in a clear and confident manner. As a result your team may see you proactively dealing with conflict, leveraging organizational resources and openly voicing your opinion or feedback on the matters at hand. You must remain aware of the distinction between assertiveness and aggressiveness and how the work context determines which type of person you are seen as. Becoming overconfident in your ability or being too rigid in defending your position may result in unproductive, stubborn, or aggressive behavior.

Strategies for Action

Identify Cave Points. Determining your cave points allows you to demonstrate your flexibility by setting a point where you have enough information to change your stance on an issue.

- Before entering a discussion or a meeting, determine what you need to hear from others for you to concede on your position. For example, you strongly want a spring launch date for a new product, but others are insisting the winter would be best. What evidence or data do they need to present to you that will convince you to surrender your position?
- Highly assertive people need to know this cave point ahead of time in order to allow the team to move toward a decision and not become paralyzed in rigid debate.

Crossing the Aggression Line. Because of your strong result in assertiveness, you need to be particularly cautious that your behavior doesn't harm your relationships.

- Set up a few rules for yourself (or for the whole team) that you will follow when your behavior starts to cross the line into aggression. For example, interrupting others in a meeting is a sign that you are no longer being respectful. If this happens, a rule could be "Openly apologize to the interrupted person and be silent until it is your time to speak."

Notes

Independence

Independence self-directed; free from emotional dependency

118

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

Social and Behavioral Implications. Your level of Independence indicates that you rarely depend on others to make important decisions. Because you are self-directed, you can analyze a situation on your own, formulate a response, and move into implementation mode without second guessing your decisions or looking for approval. This independent approach shows initiative, and in autonomous roles allows you to take responsibility for your actions when direction is limited. Due to your high level of independence, you must be cautious not to neglect the emotions and opinions of your colleagues. Keep a close eye on how often you go off in your own direction, rather than building coalitions.

Strategies for Action

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

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

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

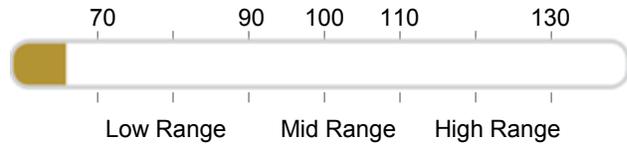
- Examine past decisions that were not well supported by your colleagues. What did your decision-making process look like? Where might securing buy-in have broken down?
- Brainstorm ways that you can involve others in your decision-making process. The ultimate decision or plan may rest with you, but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

Notes

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

66



What Your Score Means

Thomas, 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.

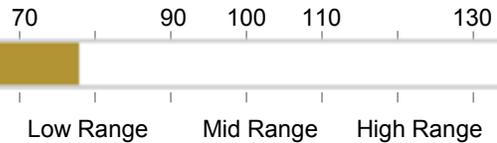
- Write down how you interact with others when you are in a comfortable environment. For example, are you more talkative with close friends? Can you joke with your family?
- Try applying some of these strategies to other, less-comfortable situations. For example, if you joke with your family try using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

Notes

Empathy

Empathy understanding, appreciating how others feel

78



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

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

Impact at Work

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

Social and Behavioral Implications. Because you may have difficulty understanding how others feel, you run the risk of damaging otherwise effective working relationships. For instance, when it comes to resolving conflict, managing change, or making tough decisions, if you fail to take into account colleagues' feelings, you leave them feeling alienated and undervalued. Additionally, you cannot predict how others will accept change if you cannot address the emotions they are experiencing (e.g., fear or excitement). Engaging in active listening and mirroring body language can go a long way toward improving how you are perceived and your level of understanding for the other person's experience.

Strategies for Action

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

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

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

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

Notes

Social Responsibility

Social Responsibility social consciousness; helpful

100

70 90 100 110 130

Low Range Mid Range High Range

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. Thomas, 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.

Notes

Problem Solving

Problem Solving find solutions when emotions are involved

108

70 90 100 110 130

Low Range Mid Range High Range

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. Thomas, 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.

Notes

Reality Testing

Reality Testing objective; see things as they really are

115



What Your Score Means

Reality Testing—“being grounded” or “tuned into the situation”—means 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. Thomas, your results indicate that you have the ability to remain objective. By keeping your personal biases at bay, you likely make trusted and sensible decisions that others can buy into. Your result suggests:

- you are very unlikely to misinterpret critical information or allow emotions to color reality.
- you are keenly aware of your own strengths and weaknesses.
- you are attuned to your immediate environment and attentive to the task at hand.

Impact at Work

Emotional Implications. Your ability to see most situations objectively may lead you to make very black and white conclusions: something is right or it is wrong, there are no shades of grey. Your emotions can also appear black and white: either you are angry or you aren't. For example, when an event triggers a slight emotion in others, you may remain emotionally neutral as you believe emotions cloud your assessment of the event.

Social and Behavioral Implications. Staying grounded, objective, and realistic is essential for the strategic and tactical elements of leadership, from accurately matching a five-year strategic plan within the forecasted economy to creating daily production quotas. Because you frequently see situations as they really are (and not as you wish them to be), your team likely turns to you for the hard facts when it comes to decision making and goal setting. As a result, you are likely to find yourself setting and pursuing meaningful and achievable goals. Be aware, however, of when your objectivity gets in the way of your creativity and willingness to set stretch goals.

Strategies for Action

Gut Checks. Emotions provide us with information about an event. If you ignore them completely, you are missing out on crucial data that objective analysis cannot provide.

- Try a few “gut checks” throughout your day. Reflect on how you felt about a discussion, calling a customer, making a decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., a 10 to 4 vote in favor of pulling the project) to take precedence over what your emotions tell you (e.g., Karen was furious that her project was cut).

Put your Realism to Work. You are likely to notice when personal bias is affecting your performance or your team's performance.

- Leverage this strength by using objective processes to facilitate the group's productivity (e.g., SWOT analysis, strategic-planning techniques) when you notice progress becoming sidetracked by personal agendas or unrealistic views of the situation.
- Research some facilitation or meeting management techniques to create a more productive mindset for your team, where the focus is not on exploring personal speculations but rather on accomplishing realistic objectives in each meeting.

Notes

Impulse Control

Impulse Control resist or delay impulse to act

94

70 90 100 110 130

Low Range Mid Range High Range

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. Thomas, 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.

Notes

Flexibility

Flexibility adapting emotions, thoughts and behaviors

80

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. Thomas, 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.

Notes

Stress Tolerance

Stress Tolerance coping with stressful situations

100

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. Thomas, 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.

Impact at Work

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.

Social and Behavioral Implications. Your ability to tolerate stress and exert some influence over the situation is likely to appear calming and even inspiring to your colleagues. Your ability to openly cope with your challenges and even bring others along with you is a sign of tenacious leadership, a quality that is imperative given the full schedules we all work with. Although mounting pressure can cause you to lose your composure, for the most part others can predict your calm and focused demeanor and as a result are likely to openly share information with you.

Strategies for Action

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

- deep breathing, belly breathing, visualization exercises
- progressive muscle relaxation, acupressure
- 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.

Notes

Optimism

Optimism positive attitude and outlook on life

83

70 90 100 110 130

Low Range Mid Range High Range

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. Thomas, 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).

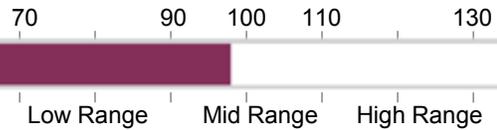
Vicarious Optimism. When the chips are down and things aren’t going well, it is often helpful to reflect back to a time when you have overcome a similar challenge in the past. However, there are times when our personal experiences aren’t enough. An alternative strategy is to identify with someone—a friend, 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!

Notes

Well-Being Indicator

Happiness satisfied with life; content

98



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

Thomas, 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.

Of the subscales most typically tied to Happiness, you scored lower in Optimism and Interpersonal Relationships. Directing development efforts here could strengthen your level of Happiness.

Self-Regard (95)

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 (83)

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 (66)

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 (112)

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

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

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 _____