



EQ360

360° FEEDBACK

REPORT

Mariana Felicita

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

Leadership Development Program

January 26, 2012

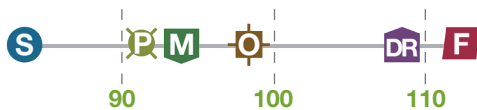


Welcome to your EQ 360 report

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

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

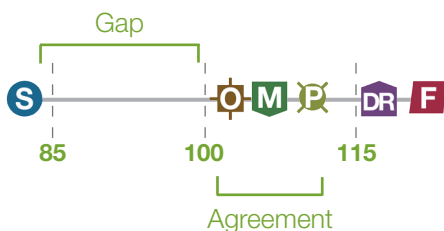
- S** Self
- M** Manager
- P** Peers
- DR** Direct Reports
- F** Family/Friends
- O** Other



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

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

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



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

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

EQ-i 2.0 Model of Emotional Intelligence

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

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

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

SELF-EXPRESSION

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

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

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



DECISION MAKING

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

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

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

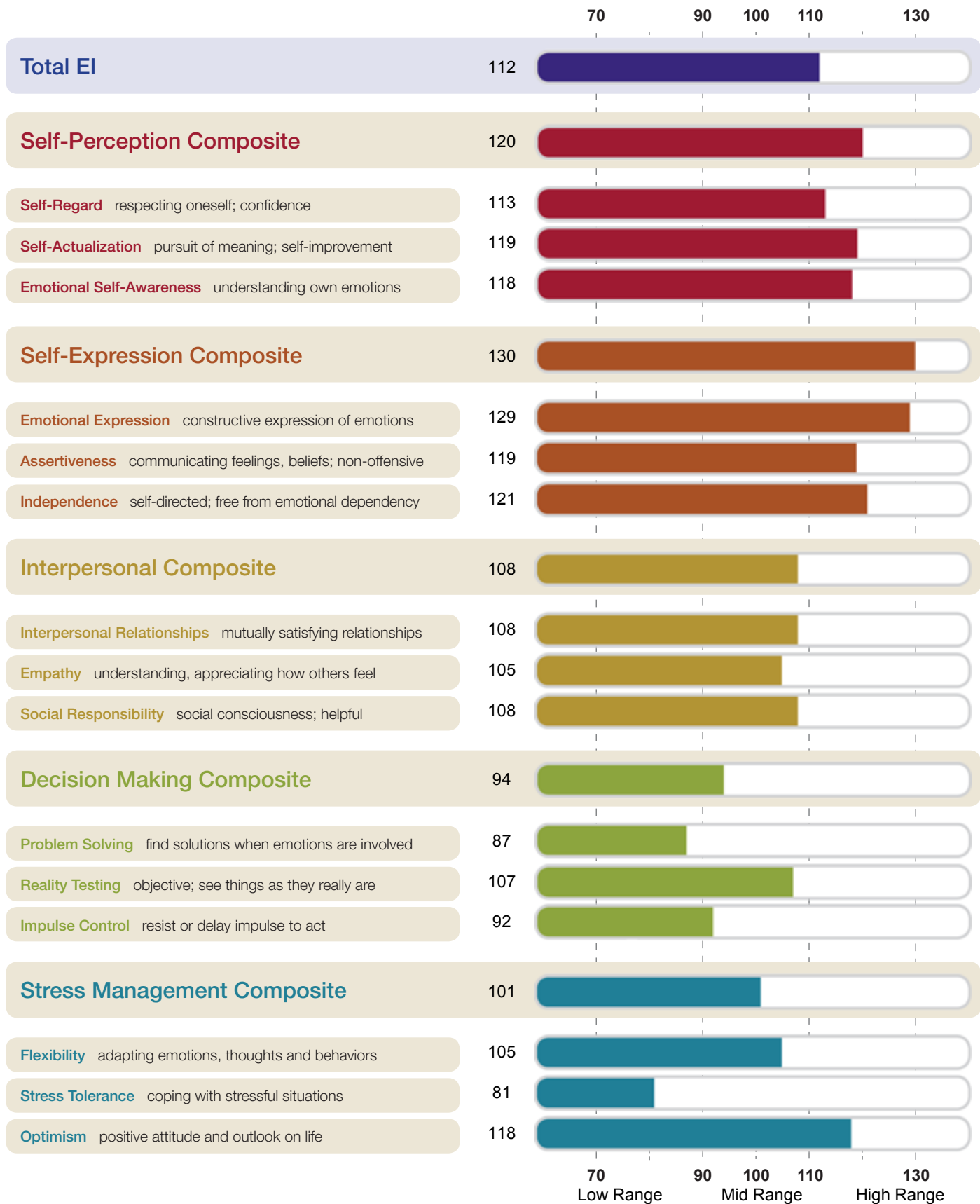
INTERPERSONAL

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

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

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

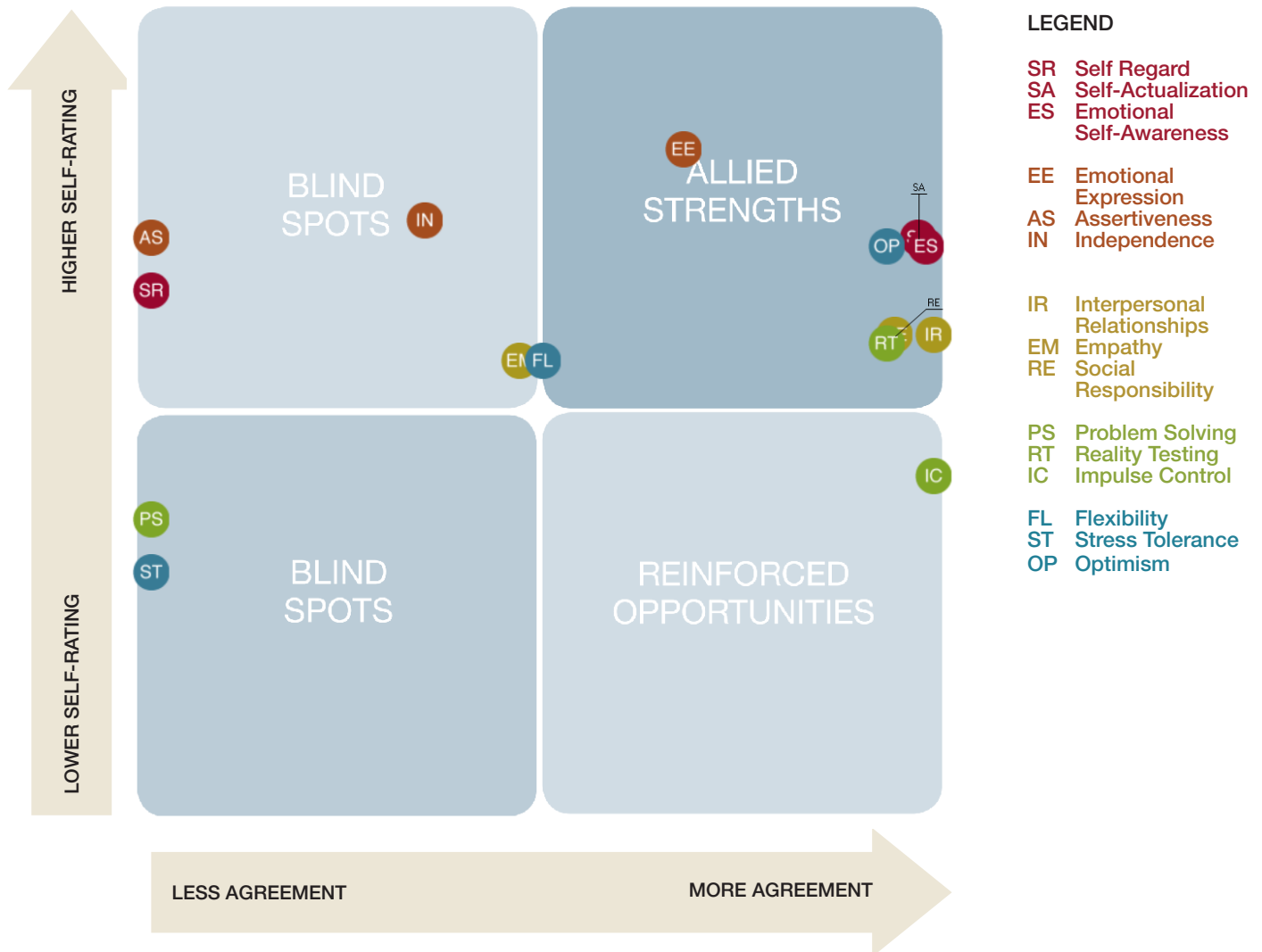
How You Responded: Summary



Profile Gap Analysis

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

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

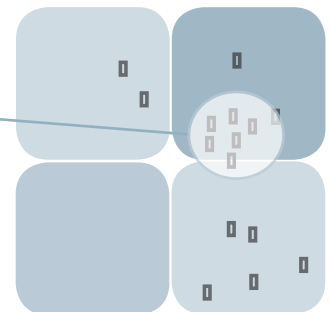


WHAT TO LOOK FOR:

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

WHAT TO LOOK FOR:

Concentration in the two right quadrants indicates a healthy level of self-awareness.










How You and Your Raters Responded: Summary

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












Total EI:

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

	70	90	100	110	130	Self 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Total EI						112	110	111	113		

Composite Areas:

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

	70	90	100	110	130	Self 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Self-Perception						120	104*	109*	118		
Self-Expression						130	108*	110*	122		
Interpersonal						108	115	113	101		
Decision Making						94	104*	105*	106*		
Stress Management						101	114*	114*	116*		

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

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

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

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

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

Decision Making. Subscales in this composite address the way in which one uses emotional information by understanding the impact emotions have on decision-making, including the ability to resist or delay impulses and remain objective so to avoid rash behaviors and ineffective problem solving.

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

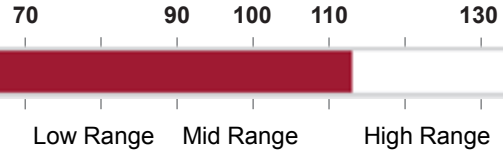
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* indicates that there is a significant difference between this rater group's score and your SELF score

Self-Regard

Self-Regard respecting oneself; confidence

113



What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Mariana, your result suggests that your self-regard is stronger than most people's. You know yourself and are comfortable with yourself, which generally translates into increased performance. You may have:

- a high level of respect for yourself, your talents, and your weaknesses.
- a willingness to confidently admit mistakes or unfamiliarity with a situation.

Emotional Implications on the Job

Emotional Implications. Your result may mean that on an emotional level, you are driven to achieve your fullest potential, have a more positive outlook on your capabilities, and are more confident in expressing yourself than those with average self-regard. The potential challenge is that you could lose touch with objective assessments of your capabilities. Draw on reality testing behaviors to maintain a healthy self-perception.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you objective data to confirm whether your self-beliefs are in line with what others see.

- 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. Are there examples of where others didn't agree with your listed strengths?

Own up to Your Weaknesses. Although challenging, openly admitting your weaknesses can help keep your Self-Regard in check with how your colleagues see you.

- Record your reaction to any mistakes or errors you make over the next few weeks. If you find yourself blaming "the system" or others for your mistakes, you might want to start openly admitting your points of weaknesses.
- Rather than placing blame, use mistakes as opportunities to show you know and accept your weaknesses and put in place strategies that manage them, rather than pretending they don't exist.

Balancing Your EI

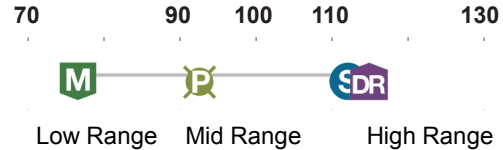
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Self-Regard(113)  **Problem Solving(87)**

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

Self-Regard

Self-Regard respecting oneself; confidence



What Your Raters Said:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

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

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

Mariana, the closest agreement between your Self-Regard rating and those of your rater groups is between you and your Direct Reports. Your result indicates that you recognize your strengths and weaknesses and that you portray a high level of confidence in your relationship with your Direct Reports. This rater group sees your inner strength as you do, suggesting that you come across as certain of your capabilities and comfortable with who you are. This can be particularly beneficial if you are in a leadership role as the demonstration of inner strength and confidence can be inspiring, making it easier for you to make decisions, take charge and command action from your team. *Why do you think this rater group agrees the most with your rating of Self-Regard? How can you replicate this experience with other key individuals*

This person...

	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	4	2	3.67	4		
Feels sure of self	4	2	3.67	4.67		
Doesn't feel good about self	1	3	2	1		
Lacks self-confidence	1	3	2.67	1		
Finds it hard to accept the way he/she is	1	3	2.33	1		
Thinks highly of himself/herself	4	2	3	5		
Respects self	5	3	3.67	4.67		
Happy with self	5	4	3.33	4.33		

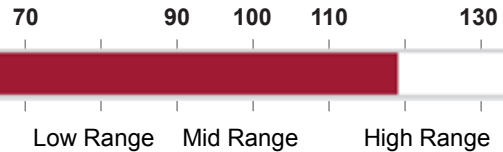
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

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What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Actualization(119) > Reality Testing(107)

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

Self-Actualization

70 90 100 110 130

Self-Actualization pursuit of meaning; self-improvement



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

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

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

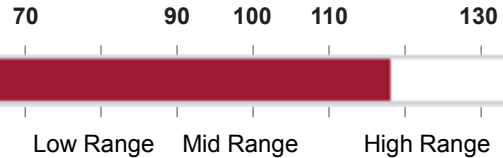
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Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

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What You Said:

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Mariana, your result indicates that more than most people, you are conscious of your emotions and the impact they have on your performance. It is likely that:

- you view both positive and negative emotions as precious feedback from which to learn.
- you are attuned to slight nuances between emotions (e.g., contempt and anger).
- you have a solid read of your inner self—you can differentiate between and manage a full spectrum of emotions.

Emotional Implications on the Job

Emotional Implications. An emotional implication of your result is that you have a very active internal monologue, where you are constantly processing and evaluating your emotions. While this is a natural process for you, for others it may be difficult and they may not pick up the same emotional cues that you do. You have solid emotional knowledge; now apply it to working with others, making decisions and managing stress.

Strategies for Action

See the Finer Things in Life. Regardless of your role at work, a good practice is to really observe your colleagues' reactions during intense interactions.

- What do their facial expressions, tone of voice, choice of words, and body language tell you about their mood? Because you already easily recognize these signals in your own body, try to pick up on the smallest cues of others.
- Your next move must take into account their emotions. For instance, match their tone of voice, or if you have recognized worry in their facial expression, try to answer their concerns before they ask—this will really show that you have picked up on fine emotional signals during your interaction.

Managing Your Emotional Radar. You pick up on emotions faster than most people, so when you experience an emotionally charged situation at work, make sure you are not always the first one to comment on what emotion you are sensing.

- Learn to ask others what feelings they perceived (e.g., "How do you think the meeting went?") and see if this differs from your own evaluation. This will help prevent your "emotional radar" from being overbearing and influencing the emotions others see.

Balancing Your EI

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

Emotional Self-Awareness(118) > Stress Tolerance(81)

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 Self-Awareness

70 90 100 110 130

Emotional Self-Awareness understanding own emotions



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You agree with all your rater groups that you usually identify your emotions effectively. These people would describe you as knowledgeable about what you are feeling and why you are feeling a certain way. You can navigate your emotional landscape and recognize when performance is being affected by your mood. Your consistency with your raters suggests that you are putting your emotional understanding into action across most, if not all, interactions. *What can you learn from such high agreement on your Emotional Self-Awareness to apply to other EI skill areas? How does your Emotional Self-Awareness support other EI skills?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	5	4	4	4.33		
Aware of how own mood impacts others	4	4	4.67	4		
Knows what triggers own emotions	4	5	4	4.33		
Aware of own feelings	4	4	4.33	4.33		
Recognizes when he/she is upset	4	5	4	4		
Understands how others' emotions affect him/her	5	5	4	4		
Knows which emotions affect his/her performance	5	4	4.33	4.33		

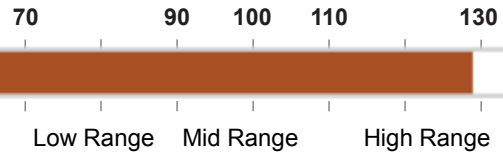
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Emotional Expression

Emotional Expression constructive expression of emotions

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What You Said:

Individuals who effectively express emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. Mariana, your result suggests you extensively express emotion, using a large emotional vocabulary and nonverbal expressions to tell others how you feel. Your result suggests:

- you are comfortable expressing most, if not all 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).
- others do not have to assume what you are feeling, as what you say and do is evidence of your emotions.
- you may share too much emotional information with others. If so, this could overwhelm others, or leave them unable to share their own emotions.

Emotional Implications on the Job

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You rarely keep emotions bottled up, preferring instead to express and work through them with others. For you, it is likely a natural process to describe your emotions in a way that is genuine and consistent. One implication for you is that you might express emotion so freely that it is seen as inappropriate for certain situations.

Strategies for Action

Expression Check-In. Use Empathy and Interpersonal Relationships behaviors to carefully watch others' responses to your emotions.

- The next time you express what you feel pay close attention to others' reactions. Notice their facial cues, tone of voice and body language; does it match what you would expect? For example, is your colleague as happy as you are about your promotion, or does he/she appear threatened by your advancement?
- This check-in will remind you to be vigilant of others' reactions to ensure your expressions are at the right intensity.

Backing up your Emotions. Backing up your emotions with the potential business impact of what you are feeling will help inform others of the source of your emotions and ensure you aren't seen as too emotional.

- In advance of the next meeting or discussion where you will need to gain resources or buy-in, prepare a business case to back up what you intend to express. For example, rather than just being anxious, you could prepare the following: "I am really anxious about meeting our timelines for this product. I'm anxious because we have lost two engineers to another project. If we don't receive more support from engineering, I am concerned we will lose thousands with a late product."

Balancing Your EI

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

Emotional Expression(129) ➡ **Empathy(105)**

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

Emotional Expression

70 90 100 110 130

Emotional Expression constructive expression of emotions



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

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

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

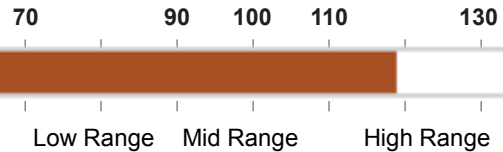
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Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

119



What You Said:

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Mariana, 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.

Emotional Implications on the Job

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, others may require you to be more flexible in your thinking.

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."

Balancing Your EI

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

Assertiveness(119) > Empathy(105)

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

Assertiveness

70 90 100 110 130

Assertiveness communicating feelings, beliefs; non-offensive

PM

DR

Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR PEERS

How your PEERS rated you:

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

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You agree with your Direct Reports that you are able to be assertive, and stand up for yourself in a way that doesn't damage your relationships. Mariana, you are comfortable expressing your thoughts and ideas across different situations and in a manner that supports the accomplishment of your goals and objectives. This agreement in ratings indicates that your level of assertiveness is observed in much the same way as you believe you are demonstrating it; this rater group doesn't see you as being much more passive or much more assertive than you know yourself to be. You should still reflect on your interactions with your other rater groups to determine whether you find yourself as assertive in their presence as well. *Why might other rater groups see your level of assertiveness differently than you and your Direct Reports do? Would your raters say that assertiveness is a strength for you? Have there been times when you should have taken a less assertive position?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	2	3	2.33	1.33		
Says "no" when needed	5	4	3.67	4.67		
Is assertive	5	5	3.67	3.67		
Says so when he/she disagrees	4	3	2.67	4.67		
Firm and direct	4	3	2.67	5		
Stands up for own beliefs	5	3	3	4		
Tells people what he/she thinks	4	3	3.33	5		

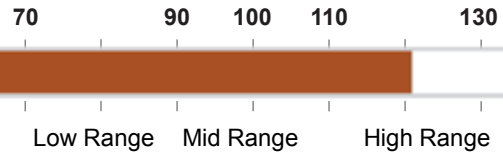
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Independence

Independence self-directed; free from emotional dependency

121



What You Said:

Mariana, 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.
- at times you may be overly independent, overlooking the importance of working with others by seeking their feedback before you make a decision on your own.

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Independence(121) > Problem Solving(87)

Your Independence is higher than your Problem Solving. These components can be balanced by acting collaboratively when problem solving. Leveraging interpersonal relationship skills where necessary and involving others in decision-making processes may serve to enhance your problem solving process.

Independence

70 90 100 110 130

Independence self-directed; free from emotional dependency


Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

The gap between how you and your Manager(s) responded suggests that you are seen as less independent than you believe yourself to be. Consider whether the decisions you make could appear to be heavily based on the input of others, particularly from the viewpoint of your Manager(s). It may be worthwhile to clarify what level of autonomy this rater group expects; perhaps what you believe to be gathering input is seen as seeking reassurance and validation by your Manager(s). Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Manager(s) have rated you lower than you did yourself on Independence? What are the implications of believing yourself to be more independent compared to how others see you?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You and your Direct Reports agree that Independence seems to come naturally to you. You are able to analyze a situation on your own, formulate an appropriate response, and move into implementation mode without seeking much approval. Mariana, this independent approach shows initiative and suggests that you take responsibility for your actions when direction is limited. A note of caution for independent people is to ensure that you include others not only in an effort to gather relevant information, but to achieve full support and buy-in for decisions. Check in regularly with your rater groups to ensure your preference for autonomy does not spur feelings of neglect or lack of involvement in your decisions. *At what point do you think independence can become counterproductive? Would your other rater groups agree with this?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	1	4	1.67	1		
Clings to others	1	1	1.67	1		
Easily influenced	1	2	2	1.33		
Prefers job where told what to do	1	2	1.67	1		
Difficult doing things on own	2	2	1.33	2		
Needs reassurance	1	2	1.33	1.67		
Needs others	1	1	1.67	1.33		
More of a follower	1	2	1.67	1.67		

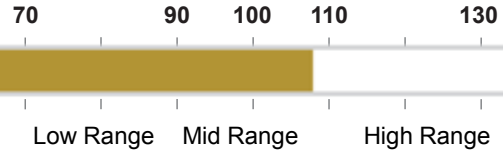
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

108



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Interpersonal Relationships(108) > Problem Solving(87)

Your Interpersonal Relationships result is higher than your Problem Solving result. These components are well balanced when you can leverage relationships with others to help solve problems and recognize how your decisions may be affected by others. It is important to consider the opinions of others without being overly influenced by them.

Interpersonal Relationships

70 90 100 110 130

Interpersonal Relationships mutually satisfying relationships



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You and your raters all agree that you regularly focus on developing rich, mutually satisfying relationships. The consistency between these ratings and yours suggests that you have similar expectations for how your relationships should be maintained; if there are unmet expectations, it is likely that you are experiencing them to a similar degree. However, there is still room for improvement. Stronger relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. *How can you build stronger relationships at work? Are there people you would like to be closer to? How can you earn their trust and respect?*

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

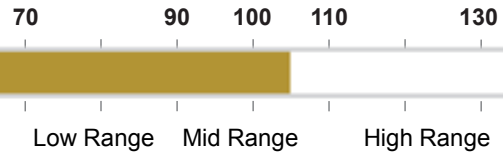
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Empathy

Empathy understanding, appreciating how others feel

105



What You Said:

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Mariana, 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, your empathy is challenged since there is a tendency to focus on oneself when under duress.

Emotional Implications on the Job

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 empathic demeanor to crack. Anger, for example, can create problems for some people, causing them to become critical instead of caring and respectful.

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. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Empathy(105)  **Emotional Expression(129)**

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

Empathy

70 90 100 110 130

Empathy understanding, appreciating how others feel






Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	4	4	4	3		
Is empathic	4	5	4	2.67		
Understands the way others feel	4	5	3.67	3		
Avoids hurting others' feelings	4	4	4	2.67		
In touch with others' emotions	4	5	4.33	3.33		
Relates to others' emotions	4	4	4	2.67		
Respects others' feelings	4	5	4.67	3		
Sensitive to others' feelings	4	4	4.33	3		
Cares about others' feelings	4	4	4	2.67		

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

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Social Responsibility

Social Responsibility social consciousness; helpful

108

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

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

Emotional Implications on the Job

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

Strategies for Action

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

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

Taking the Initiative. Identify two or three charities, nonprofit 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. The largest difference is shown below.

Social Responsibility(108)  **Self-Actualization(119)**

Your Social Responsibility is lower than your Self-Actualization. To balance these components, time should be allocated to those in your social groups and the greater community. Sometimes it is easy to align your own interests with the interests of society. For instance, if you love playing golf, consider donating your time to coaching or hosting a charity golf tournament. Or share your talents and expertise in your organization with activities that support corporate social responsibility (e.g., charity advisory boards).

Social Responsibility

70 90 100 110 130

Social Responsibility social consciousness; helpful



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

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

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

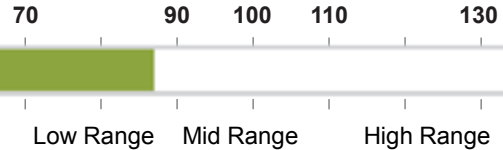
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Problem Solving

Problem Solving find solutions when emotions are involved

87



What You Said:

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. Mariana, this is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made. You may find yourself overwhelmed with the responsibility of making a decision, thus delaying the process of arriving at a timely conclusion. Your result indicates:

- you may prefer others to make decisions for you.
- you may struggle to keep a clear focus on the problem at hand.
- much of your time and energy is spent worrying about decisions rather than trying to solve them.
- you may feel as if you have little control over the outcome of the process.

Emotional Implications on the Job

Emotional Implications. You are likely derailed by your emotions when it comes to decision making. Rather than leveraging the impact an emotion can have on your ability to solve a problem, you fall victim to your own emotions, such as worry, anxiety, and fear. You may end up feeling paralyzed, exerting effort into worrying about a problem rather than generating the most effective emotion to help you solve it.

Strategies for Action

Define A Problem. By keeping your focus entirely on the definition of the problem, you can eliminate the tendency to worry about everything extraneous to the issue (e.g., the problem's history).

- Write down a precise and objective definition for a problem you need to solve (i.e., just like it would appear in a dictionary without including your subjective thoughts/language).
- Keep this definition in a place where you can be reminded of it daily. Without any emotional terms, this problem is now simply a task like any other on your to-do list and should be tackled in small steps.

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.

Balancing Your EI

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

Problem Solving(87) < **Emotional Self-Awareness(118)**

Your Problem Solving is lower than your Emotional Self-Awareness. To balance these aspects of EI, emotions should be considered in the decision making process, but not over-analyzed. Emotional information should be integrated into the decision making process but should not block action. Working through emotions verbally with others as you are arriving at a decision can be helpful.

Problem Solving

70 90 100 110 130

Problem Solving find solutions when emotions are involved


Low Range Mid Range High Range

What Your Raters Said:

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

Biggest Gap

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

**YOUR PEERS and
DIRECT REPORTS**

How your PEERS and DIRECT REPORTS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when upset	4	2	1.67	1.33		
Worries about a problem rather than solving it	3	2	1.33	2		
Avoids dealing with problems	3	2	1.33	1		
Has difficulty deciding on the best solution	2	1	1	1.33		
Gets stuck when solving problems	2	2	1.33	2		
Gets overwhelmed when making decisions	3	1	1.67	1		
Gets frustrated and gives up	2	2	1.67	1.67		
Emotions get in the way of decisions	2	2	1.33	1.33		

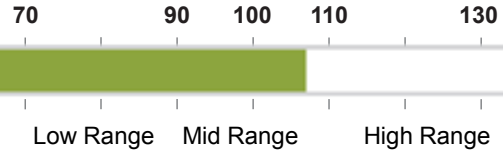
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Reality Testing

Reality Testing objective; see things as they really are

107



What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Reality Testing(107) Problem Solving(87)

Your Reality Testing is higher than your Problem Solving. Balancing these components requires attention to emotional information that can lead to timely decisions. Reality Testing is about being grounded and practical, however the best solutions involve integrating objective information with people factors, negotiating and managing emotional responses, and taking swift action when needed.

Reality Testing

70 90 100 110 130

Reality Testing objective; see things as they really are



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

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

</body

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	4	4	4	4.33		
Makes realistic plans to achieve goals	4	4	4	4.33		
Recognizes own biases	5	4	4	4.33		
Has good sense of strengths and weaknesses	4	2	2.67	4.67		
Knows when to be objective	4	4	4	4		
Knows when emotions affect objectivity	4	4	4	4.33		
Even when upset, aware of what's happening to self	3	5	4	4		
Has a good sense of what is going on	4	4	4.33	4		

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

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Impulse Control

Impulse Control resist or delay impulse to act

92

70 90 100 110 130

Low Range Mid Range High Range

What You Said:

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

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Impulse Control(92)  **Assertiveness(119)**

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

Impulse Control

70 90 100 110 130

Impulse Control resist or delay impulse to act


Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You agree with all your rater groups that you tend to be more spontaneous and impulsive than most people, possibly acting first and thinking later. Your ability to stay the course allows others to have confidence in you and commitment to your direction. If you find yourself acting rashly, stop to summarize the situation, ask others for their input or give yourself an allotted time for reflection before you act. *Are there certain situations that cause you to be impulsive? What impact does your impulse control have on your relationships with these rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	2	4	2.33	2		
Interrupts others	2	3	3	3.67		
Impulsivity creates problems	3	2	2.67	3		
Is impulsive	3	2	2.33	3		
Finds it hard to stop talking	2	1	2.33	3		
Reacts hastily	3	2	2.33	2.33		
Difficult to control impulses	2	2	2.33	2		
Finds it difficult to resist temptation	3	2	2	2.67		

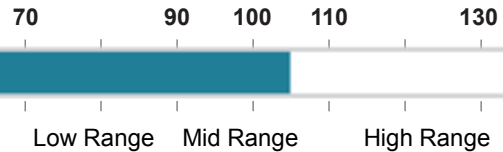
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Flexibility

Flexibility adapting emotions, thoughts and behaviors

105



What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Mariana, you appear to be accepting of change and shifting priorities in your workplace. You embrace learning new things and remain open to others' opinions and new ways of thinking and doing things. While you likely value progress and innovation, there are some situations where you stick to your tried and true methods, preferring predictability over spontaneity. Some indicators of your result are:

- a willingness to respond to changes in the workplace (e.g., structural changes, new technology, evolving market needs).
- an inclination to enjoy change and find it refreshing.
- hesitation to change at times, most likely when you are under stress or feeling anxious.

Emotional Implications on the Job

Emotional Implications. Your Flexibility suggests that although you frequently adapt your thoughts, emotions, and actions, there are still times when your emotions prevent you from accepting change. For many business people, being a specialist in one's profession is a lifetime pursuit, but keep in mind that it also creates an inherent rigidity. Your emotional attachment to "your ways" can prevent you from adapting to changes in the business.

Strategies for Action

The Plastic Brain. Research suggests that our brains have a lifelong plasticity, that even in adulthood we can learn complex things. Why then has it been so long since we attempted to learn something completely new?

- The key is to move outside of your area of expertise and begin to learn something entirely new (e.g., learn a new language, take fencing or cooking lessons, learn to grow an organic garden) and accept the arduous practice and mistakes that come with taking on a new skill. (Remember learning how to ride a bike?)
- Once you start attaching positive emotions to the small successes you experience in this new area, you will find yourself becoming even more accepting of change in other areas of your life.

Ask for Help. When you find yourself being resistant to change, take some time out to solicit the opinions of trusted coworkers and embrace their views on a particular problem and how they would approach it. Particularly under stress, you may find yourself going down the same road you always travel, but if you take the time try out even one new strategy or technique, you will broaden your skill base and enhance your ability to cope with change.

Balancing Your EI

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

Flexibility(105)  Problem Solving(87)

Your Flexibility is higher than your Problem Solving. It is good to be open to change and to consider options, as long as you don't get stuck making a decision or postponing action. The best decisions usually involve proper consideration of alternatives, and the ability to act when needed.

Flexibility

70 90 100 110 130

Flexibility adapting emotions, thoughts and behaviors

S **DR1**

Low Range Mid Range High Range

What Your Raters Said:

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

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

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

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

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

You agree with your Direct Reports that you have established a flexible approach to your work, demonstrating the ability to adapt your thoughts, emotions, and actions to the changing environment on the job. Mariana, both you and your Direct Reports would probably agree there is still room for you to demonstrate increased flexibility by recognizing when your emotions prevent you from being open to change. Being emotionally attached to your ways can prevent you from learning and adapting with the business. *Why do you think the closest agreement with your self-rating of Flexibility is with your Direct Reports? What do you think is the basis for their feedback?*

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

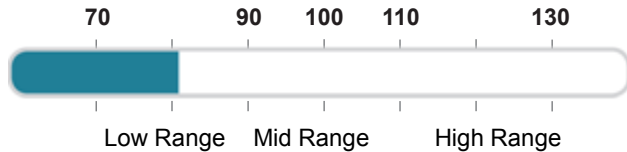
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Stress Tolerance

Stress Tolerance coping with stressful situations

81



What You Said:

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Mariana, 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.

Emotional Implications on the Job

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.

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

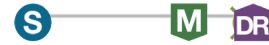
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Stress Tolerance(81)  **Interpersonal Relationships(108)**

Your Stress Tolerance is lower than your Interpersonal Relationships result. Balancing these components means using social support to assist during times of stress, while at the same time dealing directly with the cause of the problem. In fact, one of the best uses of a social support network is to help identify specific actions that can be implemented.

Stress Tolerance

70 90 100 110 130



Low Range Mid Range High Range

Stress Tolerance coping with stressful situations

What Your Raters Said:

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

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	2	2	4	4.67		
Can't think clearly when under stress	4	2	1.67	1.67		
Thrives when challenged	3	4	4	4		
Handles stress well	3	4	4	4.33		
Performs well under pressure	3	4	4.67	4.33		
Copes well	3	4	4	4.33		
Handles upsetting problems	3	4	4.67	4.33		
Does not react well to stress	3	2	1.67	2		

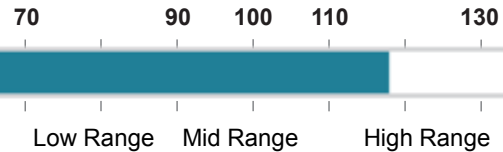
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Optimism

Optimism positive attitude and outlook on life

118



What You Said:

Optimism, the ability to remain positive despite setbacks, often differentiates between “star performers” and others in the workplace. It permeates almost every application of EI, from helping you persevere, to enabling you to view change as a good thing. Mariana, your result shows someone who is extensively optimistic and almost always sees the world in a positive light. Some characteristics of your result are:

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

Emotional Implications on the Job

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Optimism(118)  Reality Testing(107)

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

Optimism

70 90 100 110 130

Optimism positive attitude and outlook on life


Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

You and your raters would describe you as consistently positive and hopeful about the future, and as someone who is able to see opportunities and possibilities that others may overlook. In times of stress, those around you would probably say that you focus on the positive aspects of a situation, bounce back from difficulties, and rally others to do the same. This positive outlook helps you to not only manage stress, but also to set stretch goals and communicate a hopeful vision that together can bring out the best in yourself and others. Provided your optimism is not unrealistic, your colleagues might rely on you for a positive viewpoint or evaluation. Check with your raters to ensure your optimism is balanced with a sense of realism and objective analysis. *How does it feel (physically, mentally and emotionally) to be optimistic? How can you leverage your optimism to help develop other EI skills?*

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

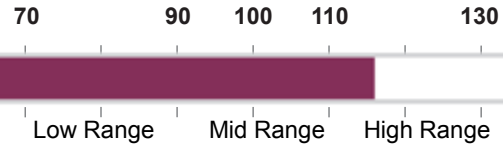
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Well-Being Indicator

Happiness satisfied with life; content

116



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

Mariana, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course. Your happiness is seen and experienced as infectious. Your result in Happiness is high, as are your results across the four subscales most connected with Happiness. You may want to look into your lower results on other subscales (Problem Solving and Stress Tolerance) to identify ways your Happiness can bolster these areas. Your result indicates that you may:

- exclude cheerfulness at both work and play while participating in activities you truly enjoy.
- be seen by coworkers as motivating and resilient in the face of obstacles.

Self-Regard (113)

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

- If you could improve one facet of your life, what would it be? Why?
- Aside from material things, what is it about you that makes you truly happy?

Optimism (118)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

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

Interpersonal Relationships (108)

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

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

Self-Actualization (119)

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

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

Well-Being Indicator

70 90 100 110 130

Happiness satisfied with life; content



Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:

How your rater groups rated you: You agree with all your rater groups that you have developed a high degree of satisfaction with your life, generally enjoy the company of others, and are able to derive a great deal of pleasure from your work. Your positive attitude is contagious and spreads around the office, helping to inspire and motivate coworkers, especially when they are faced with difficult situations. With well-developed Happiness, you have the perfect platform to showcase your EI skills. Your colleagues see you as likeable and fun to be around, creating the opportunity for deeper and more meaningful relationships. You might want to be cautious that you are not displaying so much Happiness that it comes across as a facade. When situations require you to experience other emotions (e.g., frustration, concern or irritation), are you able to present these as effectively and comfortably as more positive emotions? *What are the benefits to both your work and your relationships if you are consistently happy and satisfied? Are there any drawbacks?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	1	1	1	1		
Is not happy with his/her life	1	1	1	2.33		
Is enthusiastic	4	5	4.67	4.67		
Is happy	5	5	5	4.33		
Is satisfied with his/her life	5	4	5	4.67		
Is excited about his/her life	4	4	4.67	5		
Looks forward to his/her day	5	5	4	4		
Is content	5	4	4.33	4		

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

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Action Plan

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

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

Action Planner (example)

I commit to this action plan _____ .
(signature)

EI Development Commitment

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

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

My Personal Development Goals

My action plan includes the following goals:	Due Date
1.	
2.	
3.	
4.	

Your Signature _____ Your Coach's Signature _____