



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

WORKPLACE

REPORT

Philip Example

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EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

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



SELF-EXPRESSION

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

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

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

DECISION MAKING

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

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

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

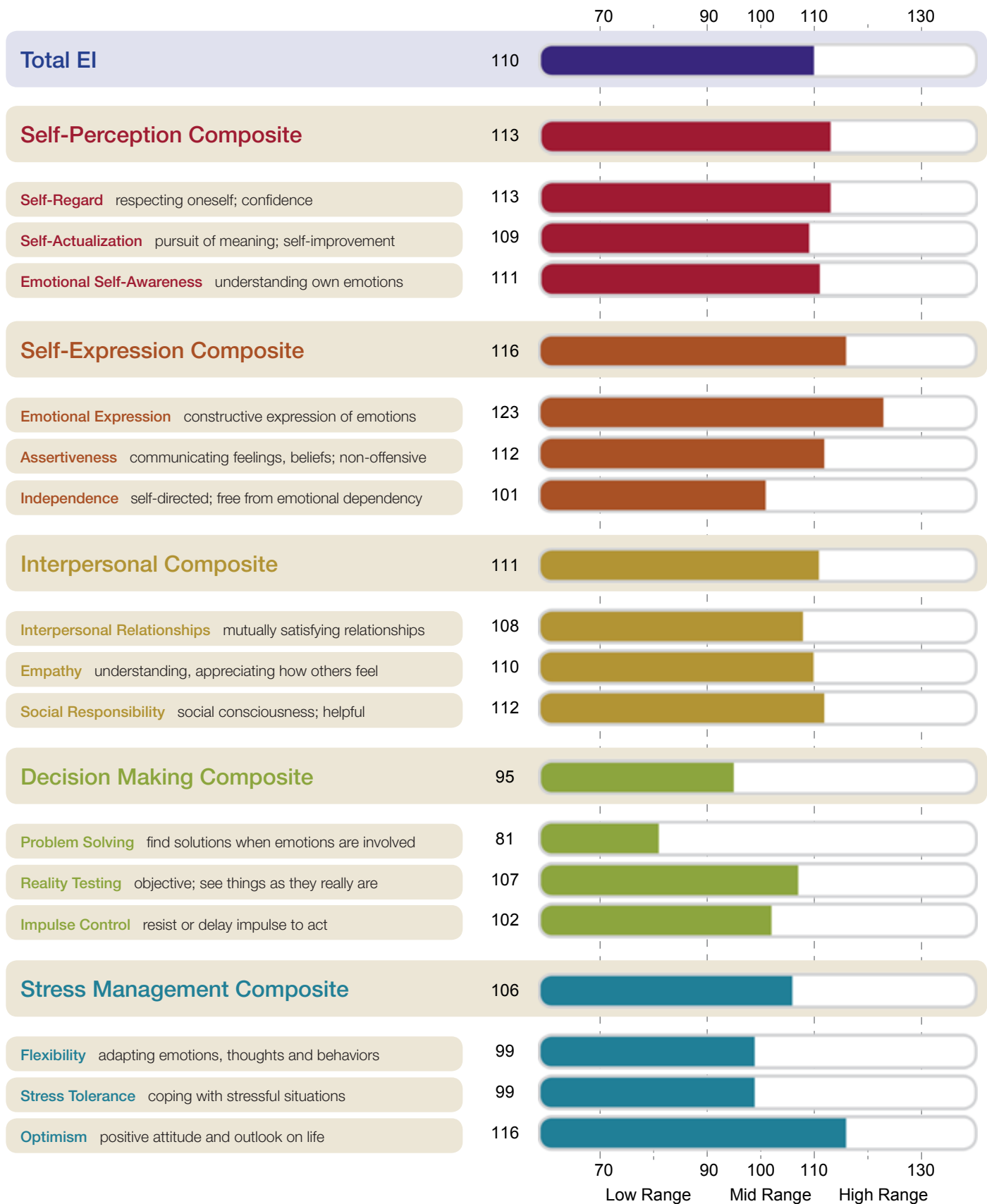
INTERPERSONAL

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

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

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

Overview of Your Results



Self-Regard

Self-Regard respecting oneself; confidence

113

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

Impact at Work

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.

Social and Behavioral Implications. Your willingness and ability to understand and accept your strengths and weaknesses is often perceived by others as confidence. People may frequently gravitate toward you, look to you for advice, and seek your leadership. Because your strengths are confidently demonstrated, you may be given opportunities or promotions that maximize these talents, but it is also important to seek out opportunities that stretch your less developed skills as well. To avoid potential negative consequences of overly high self-regard, use empathy and an appropriate level of assertiveness to avoid appearing overconfident.

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

Self-Regard(113)  Problem Solving(81)

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-Actualization

Self-Actualization pursuit of meaning; self-improvement

109

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Actualization(109)

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

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

111

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Philip, 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.

Impact at Work

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.

Social and Behavioral Implications. Those you interact with will often benefit from your emotional understanding and ability to communicate how you are feeling. This level of communication may go a long way in forming meaningful, productive, and even personal relationships. You could be sought out as a natural mediator of conflict between people or teams, as you not only pick up on emotional states, but you can recognize and predict what will be emotional triggers for your colleagues. If emotional self-awareness becomes an overused strength, you may be hypersensitive to emotions, seeing situations as emotionally evocative where others do not perceive the same level of intensity.

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

Emotional Self-Awareness(111) ↔ **Emotional Expression(123)**

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

Emotional Expression

Emotional Expression constructive expression of emotions

123

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Individuals who effectively express emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. Philip, 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.

Impact at Work

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.

Social and Behavioral Implications. Successful relationships flow from a willingness to openly exchange thoughts and feelings. Your result suggests that not only are you capable of meaningfully expressing your emotions, but you are also quite eager to share these feelings with others. Sharing how you feel about a decision or issue helps improve team communication and decision making, resolves interpersonal conflict, and helps you gain the resources that you need. If emotions are expressed too frequently, you can quickly overwhelm your colleagues by sharing too much emotion at the wrong times (e.g., are you remaining angry over a bad decision when your team has moved on?).

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. The subscale that differs the most from Emotional Expression is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Expression(123) ↔ **Interpersonal Relationships(108)**

Your Emotional Expression is higher than your Interpersonal Relationships result. The expression of thoughts and feelings can be invaluable to maintaining meaningful and reciprocal relationships. Be attentive to how your words, tone, and body language can influence colleagues to maximize the effectiveness of your interactions with them.

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

112

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Assertiveness(112)

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

Independence

Independence self-directed; free from emotional dependency

101

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

Emotional Implications. Think of independence as the stage for showcasing your other EI abilities. Because you are able to think and behave freely, you are likely to demonstrate to your colleagues your strengths in other areas of EI. What you believe are your strengths is consistent with what others observe in you.

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Independence(101) ↔ **Problem Solving(81)**

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.

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

108

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Philip, 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.

Impact at Work

Emotional Implications. While you value the relationships you have, you could use your relationship-building skills to connect with a more diverse group (e.g., different jobs, levels of seniority). If you only forge relationships with people you are comfortable with, you may not receive well-balanced support, especially if your closest colleagues are similar to you and will likely not offer a differing point of view.

Social and Behavioral Implications. Your result suggests that although your relationships are not always perfect, you are usually willing to be open, trustworthy, and compassionate. You likely have people resources in place for when you need them, like in times of stress or when you're short on time. Although you appreciate the relationships you have, be aware that maintaining them requires hard work and this usually isn't written in your job description. Continue to balance your job requirements with relationship maintenance, recognizing that going outside of your job description to help someone out can have immeasurable returns.

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 their 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. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Interpersonal Relationships(108) [↔](#) **Problem Solving(81)**

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.

Empathy

Empathy understanding, appreciating how others feel

110

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

Social and Behavioral Implications. The intensity with which you care for others is evident in the way you approach your job, whether it be when making decisions, resolving conflict, or leading change; you act in others’ best interests. Because you are constantly on the lookout for emotional reactions, you have a pretty good read of your team’s emotional landscape; you likely know ahead of time how people will react to what you have to say. You may want to be vigilant of putting too much emphasis on others’ feelings, causing you to avoid making tough decisions or dealing proactively with performance issues.

Strategies for Action

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

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

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

Balancing Your EI

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

Empathy(110)  Emotional Expression(123)

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.

Social Responsibility

Social Responsibility social consciousness; helpful

112

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. Philip, your result suggests that you are highly altruistic in your efforts, taking most, if not all, opportunities to help others. Your concern for societal issues is demonstrated through the selfless contributions you make, both at work and in your community. Based on your result, you:

- consistently demonstrate your social conscience and are compelled to help others.
- are seen as a "Good Samaritan" who helps out without expecting anything in return.
- gain fulfillment from a variety of sources, including those activities outside of work.

Impact at Work

Emotional Implications. You are able to keep your emotions in perspective, having observed firsthand the difficulties others are facing. Also, because you contribute to a wide variety of activities, your emotions are not tied to one source. For example, if you have a setback in one area (e.g., loss of a key client account), you can look to another area for relief (e.g., coaching basketball).

Social and Behavioral Implications. Overall, you appear to be a cooperative and constructive member of your organization who acts in support of the common good. It is not uncommon to see someone with this level of Social Responsibility involved in a variety of social and leadership pursuits both inside and outside of the workplace. A potentially problematic implication of such involvement is that you may take on too many responsibilities, regardless of the cost to the quality of your work or your personal well-being. Be mindful that you don't engage in helping others as an escape from things that need to be fixed in your own life.

Strategies for Action

The Best Intentions. Check in with yourself to ensure that you are not avoiding your current emotional state by focusing solely on helping others.

- Ask someone close to you (e.g., family or close friends) to describe what your intentions to help look like from their perspective. Others may be able to see the real motives behind even the best intentions.
- If you are overly involved to the point that your personal well-being is neglected or you are placing unrealistic expectations on your friends, family or work peers for their social or corporate involvement, it may be time to reflect on your motives behind your desire to help others.

Inspiring Initiative. Inspiring others to be socially responsible can create an overall feeling of meaning and charity in the lives of others while fueling your passion for contributing towards the greater good.

- Leverage your passion for causes you care about by reaching out to your friends and family for help.
- Brainstorm several activities that you, family and friends can engage in to help at least one of these causes.
- Identify a plan, specific roles for each person and a timeframe for these activities.

Balancing Your EI

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

Social Responsibility(112)

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

Problem Solving

Problem Solving find solutions when emotions are involved

81

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. Philip, 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.

Impact at Work

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.

Social and Behavioral Implications. To others, you may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. Rather than taking action to resolve a problem as quickly as possible, your emotions may cloud your thinking, causing you to worry, feel overwhelmed, or avoid solving the problem all together. Although you may eventually reach sound solutions, it is difficult for people to see you in a leadership capacity where decisiveness and execution are paramount.

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

Problem Solving(81) ↔ **Emotional Self-Awareness(111)**

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.

Reality Testing

Reality Testing objective; see things as they really are

107

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Reality Testing(107) [↔](#) Problem Solving(81)

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.

Impulse Control

Impulse Control resist or delay impulse to act

102

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Impulse Control(102) ↔ **Assertiveness(112)**

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.

Flexibility

Flexibility adapting emotions, thoughts and behaviors

99

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Philip, 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.

Impact at Work

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 businesspeople, 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.

Social and Behavioral Implications. Your result suggests you can tolerate change and may even thrive when change is required. Your tolerance for change is likely welcomed by your organization and is a desirable skill in today's fast-paced and progressive culture. You may be seen as a champion of change, promoting the benefits of adjustment, and garnering buy-in from your peers. While there are some moments where you prefer sticking with the status quo, this is something that could be easily improved upon in your case.

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. The subscale that differs the most from Flexibility is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(99)  Problem Solving(81)

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.

Stress Tolerance

Stress Tolerance coping with stressful situations

99

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

- deep breathing, belly breathing, visualization exercises
- progressive muscle relaxation, acupressure
- yoga, tai chi, meditation

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

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

Balancing Your EI

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

Stress Tolerance(99) [↔](#) Problem Solving(81)

Your Stress Tolerance is higher than your Problem Solving. Balancing these areas often means taking action to solve problems even in situations where you feel you are able to cope adequately. Although the ability to manage stress is a key asset, the best outcome is to eliminate the underlying cause of the stress, and reduce sources of unnecessary anxiety and pressure.

Optimism

Optimism positive attitude and outlook on life

116

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Optimism, the ability to remain positive despite setbacks, often differentiates between “star performers” and others in the workplace. It permeates almost every application of EI, from helping you persevere to enabling you to view change as a good thing. Philip, 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.

Impact at Work

Emotional Implications. People who are strong optimists may attend primarily to positive emotions, ignoring negative ones. The implication is that when you see the world with rose-colored glasses, you see your emotions under the same extra-positive lens. As a result you may miss important information that is accompanied by emotions such as fear, anger, and disgust.

Social and Behavioral Implications. You are likely able to see opportunities and possibilities that others may overlook or simply reject for being too difficult, too time-consuming, or outside of the organization’s current comfort level. This positive outlook helps you to set stretch targets and communicate a compelling vision that together brings out the best in yourself and others. Your team probably relies on you for a positive view of the current situation, which although motivating can be unrealistic and risky if beyond the organization’s capabilities.

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.

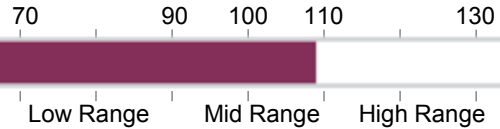
Optimism(116)

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

Well-Being Indicator

Happiness satisfied with life; content

109



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

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

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

Although you have no low scores in the four subscales typically tied to Happiness, you should examine other lower scoring subscales (Problem Solving) which may be holding you back from experiencing greater happiness. Are there goals you can set that are related to these areas?

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 (116)

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 (109)

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

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

Action Plan

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

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

I commit to this action plan _____
(signature)

EI Development Commitment

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

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

My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____