



EQ360®

LEADERSHIP EQ 360

REPORT

Test Case
Manager (1)

November 22, 2012

CHANGING DIMENSIONS



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.

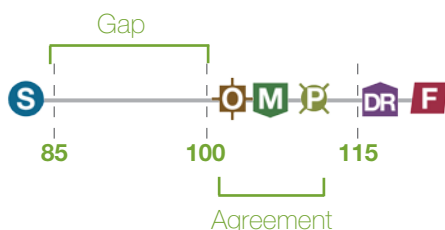
Empathy is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

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.

■ Your 360 Lens

The EQ 360 is a multi-rater 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.

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



It is important to start with your self-evaluation 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.”

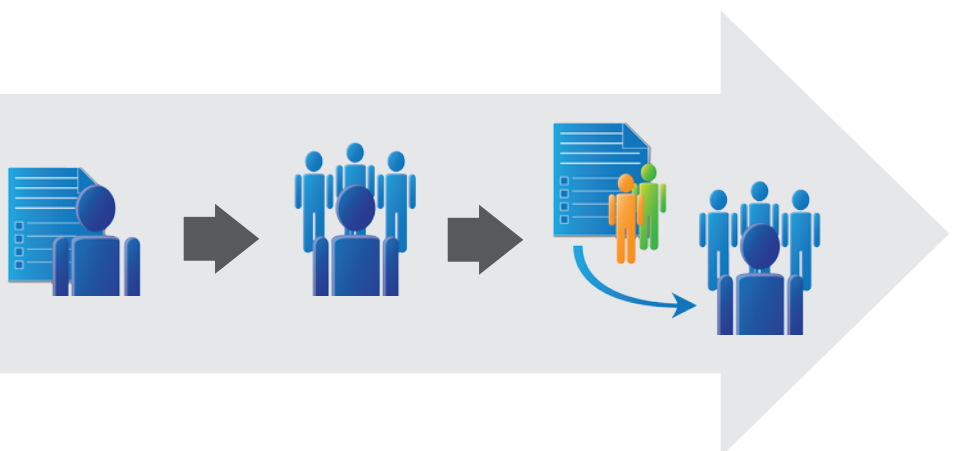
How to read this report. This report contains information gathered from both yourself (self-rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

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 previous 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 start by examining your self-evaluation results, and understand what these results mean in regards to your leadership abilities. When you are comfortable with your self-evaluation results, you should dive into the responses provided by others and understand how they see you as a leader.



■ Your Leadership Lens

Understanding Your Report

You will find this report has many unique features linking your own evaluation of EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. These sections examine your self-report results using four key dimensions of leadership:

Authenticity	Coaching	Insight	Innovation
An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.	A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.	A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.	An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organizations (over 400 employees).

As a group, the leaders had significantly higher EI than the general population. *In fact, the average Total EI score for leaders was 14 points higher than that of the general population.*

While this leadership sample is a valuable comparison group, it also helped organize the EQ-i 2.0 subscales according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas.

Emotional Intelligence and Leadership

How is EI linked to leadership? In addition to the research supporting this report, fifteen years of research has shown that leaders tend to score higher in EI than the general population. Also, many professionals find it easier to focus on improving a few specific skills that underlie broader leadership competencies, making the EQ-i 2.0 subscales the perfect building blocks to reaching your leadership potential.

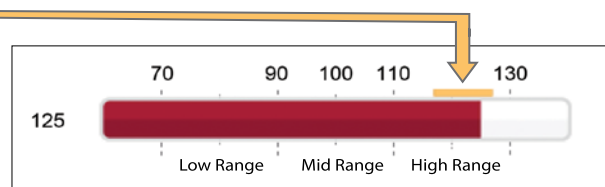
Getting the Most Out of Your Report

Keep the following tips in mind as you work through your EQ 360 Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your results can help strengthen your leadership skills, the value of the report is enhanced by framing it within your own individual context. Integrate your wealth of knowledge about your organization, its culture, and the specifics of your leadership with the information in this report to derive the most value from it.
2. Take notes as you read the report. Choose strategies for development that you wish to try in your role.
3. *All EQ-i 2.0 subscales are related to leadership behaviors, but selecting the right areas to focus on is key to development.* Work with your coach or administrator to determine which subscales will help drive the leadership results you are looking for. You can treat subscales as building blocks that strengthen broader leadership skills like mentoring, communication, or conflict resolution.

Leadership Bar

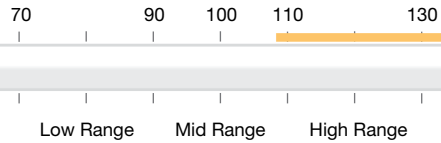
The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose scores were in the top 50% of the leader sample). Using this bar you can compare your results to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



Executive Summary

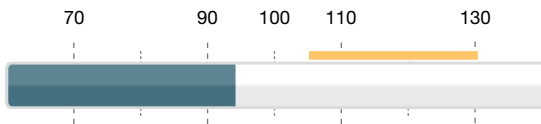
Total EI

60



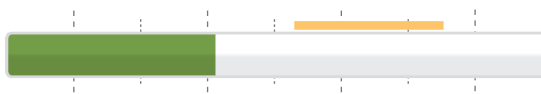
Highest 3 Subscales

Flexibility (94)



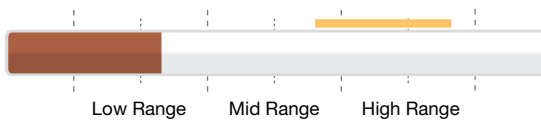
You sometimes adjust well to change and require the same from your team; however, further development here would be helpful. Your leadership needs to embrace and promote flexibility in order for innovation to flourish. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

Impulse Control (91)



You sometimes think before responding; however, improvement is needed in this area in order to avoid being derailed by the temptation to act. Watch for times when you might tend to make rash decisions. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

Emotional Expression (83)

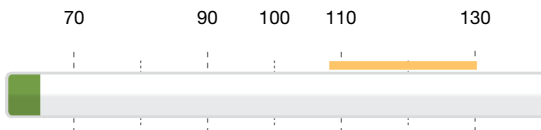


In general, you tend not to share your emotions. Becoming more expressive will allow you to be a more inspirational leader who is able to share a compelling vision. Your result on this subscale falls *below* the leadership bar. There is little agreement between your self-assessment and your raters' feedback.

*Note: You may have other subscales that have tied for the highest three scores

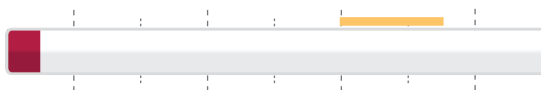
Lowest 3 Subscales

Reality Testing (56)



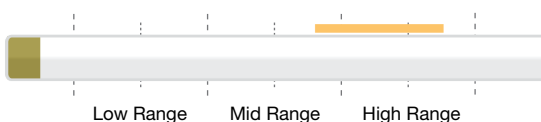
You would benefit from working on this area in order to be a leader who makes decisions and sets goals that aren't biased or unattainable. Leaders need to appear plugged in to the current state of the company in order to be seen as trustworthy and inspirational. Your result on this subscale falls *below* the leadership bar. There is little agreement between your self-assessment and your raters' feedback.

Self-Actualization (59)



As a leader, you may appear unfulfilled in your work or lacking an interest in personal development and achievement. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

Interpersonal Relationships (60)

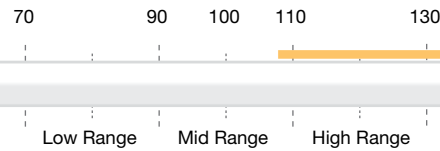


You may not leverage relationships as much as others. Investing in mutually satisfying relationships will help you gain buy-in, instill trust, and garner the resources you and your team need. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

How You Responded: Overview

Total EI

60



Self-Perception Composite

59

Self-Regard

Respecting oneself; Confidence

72

Self-Actualization

Pursuit of meaning; Self-improvement

59

Emotional Self-Awareness

Understanding own emotions

67

Self-Expression Composite

69

Emotional Expression

Constructive expression of emotions

83

Assertiveness

Communicating feelings, beliefs; Non-offensive

63

Independence

Self-directed; Free from emotional dependency

80

Interpersonal Composite

54

Interpersonal Relationships

Mutually satisfying relationships

60

Empathy

Understanding, appreciating how others feel

61

Social Responsibility

Social consciousness; Helpful

64

Decision Making Composite

72

Problem Solving

Find solutions when emotions are involved

83

Reality Testing

Objective; See things as they really are

56

Impulse Control

Resist or delay impulse to act

91

Stress Management Composite

74

Flexibility

Adapting emotions, thoughts and behaviors

94

Stress Tolerance

Coping with stressful situations

76

Optimism

Positive attitude and outlook on life

66

70 90 110 130
Low Range Mid Range High Range

v1.0.0

How You Responded: Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This page provides you with a leadership lens through which to view your **self-report** results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are displayed below. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas is likely to yield the greatest return in your growth as a leader.

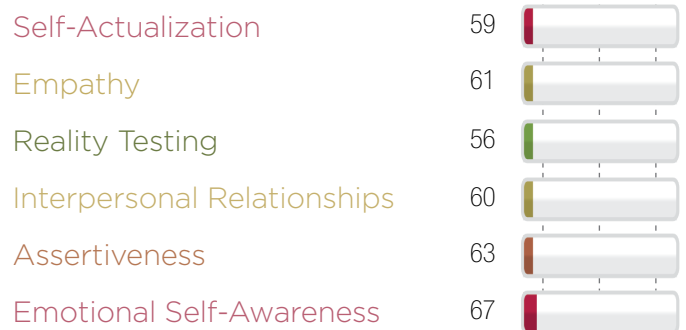
Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.



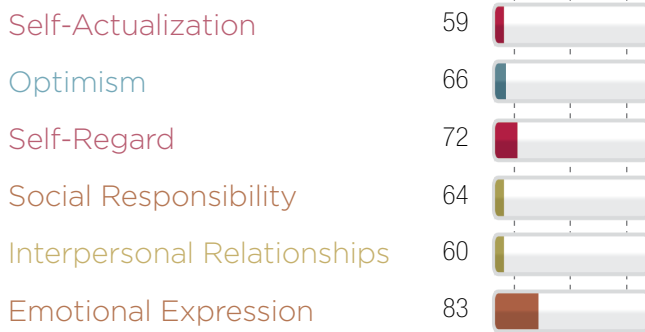
Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



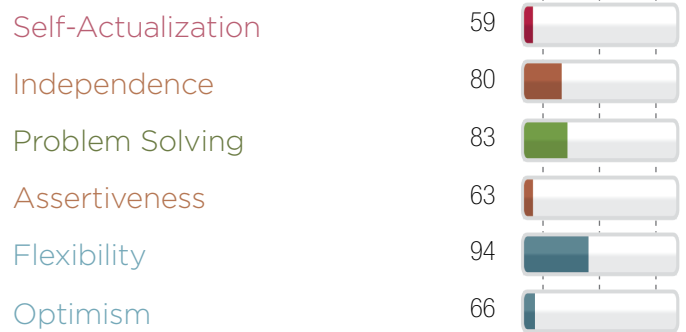
Insight

A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.



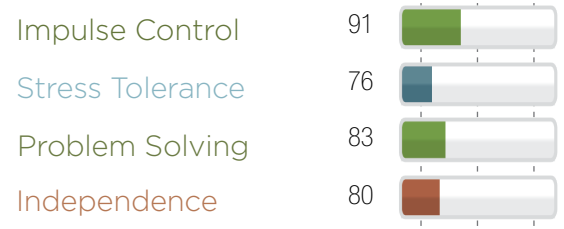
Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



Leadership Derailers

Test, you may be at a **high risk of derailment** as you received a lower result in Stress Tolerance, Problem Solving, and Independence and a moderate result in Impulse Control. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Consider rater feedback for alignment in these areas of potential risk. Strengthening any of these subscales may help you reach your true leadership potential.

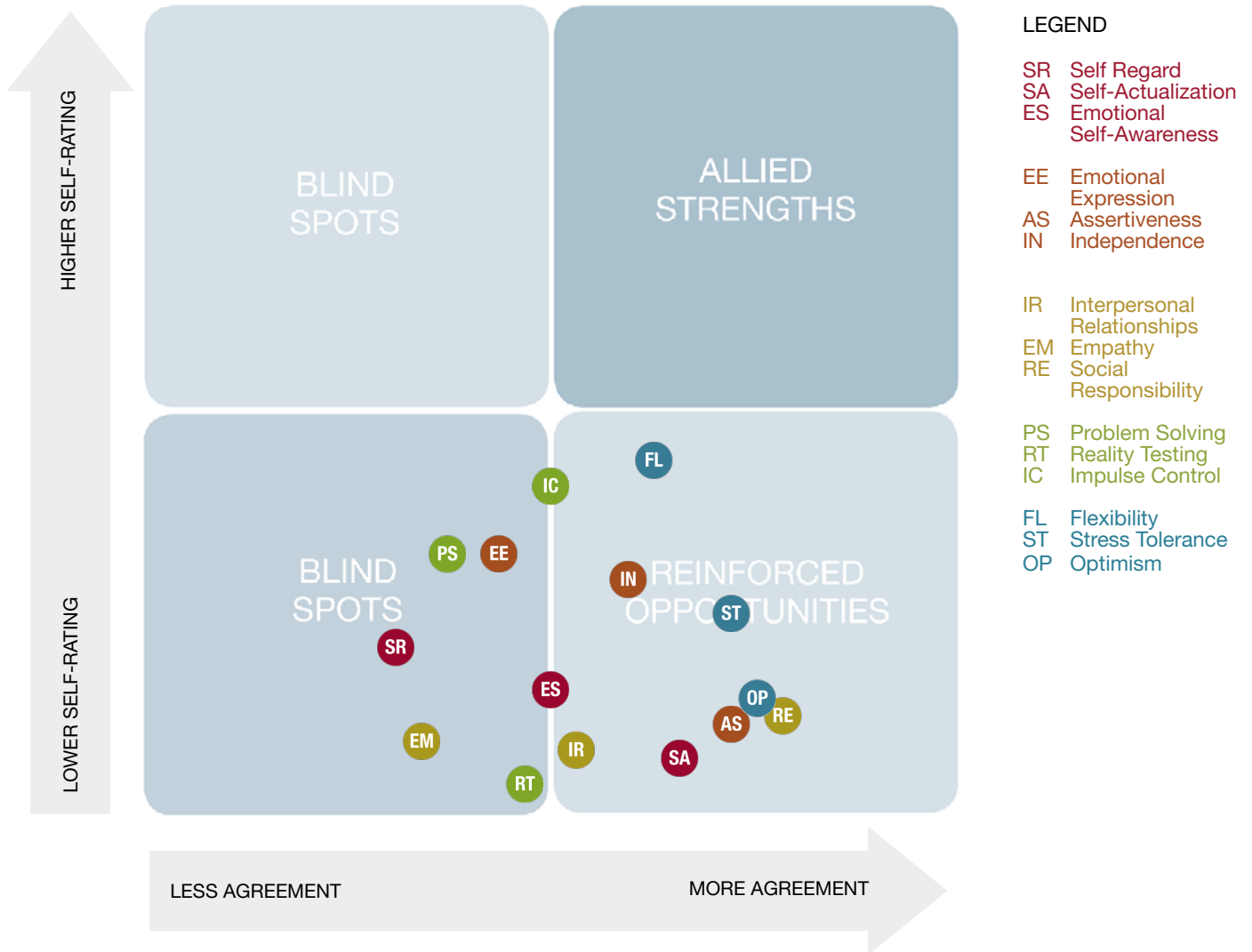


Profile Gap Analysis

Agreement between self scores and each rater score

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. It compares your self score and the scores you received from each individual rater, across the various subscales.

- The horizontal axis shows you how much agreement there is between your self scores and the ratings from your raters. 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-ratings. 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.

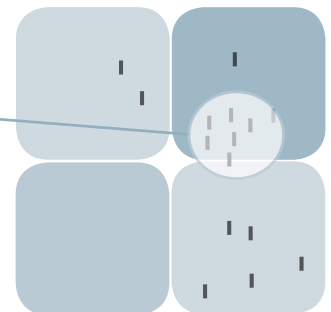


WHAT TO LOOK FOR:

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, you can begin to discover the richness of the data collected from your colleagues and how this compares to your self-ratings. 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		60	70*				

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

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		59	61				
Self-Expression		69	80*				
Interpersonal		54	68*				
Decision Making		72	79				
Stress Management		74	78				

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

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

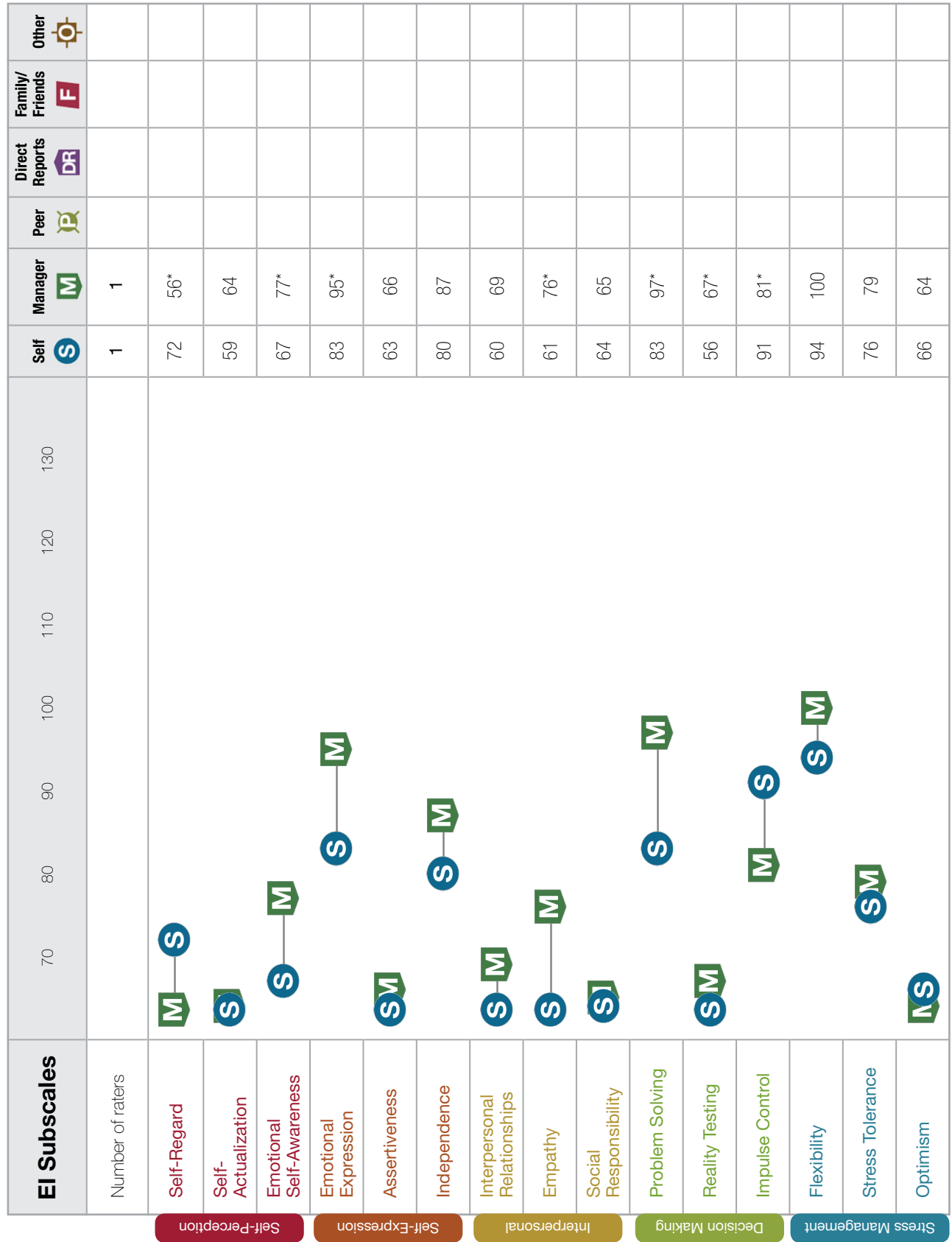
Self-Expression. Subscales in this composite are an extension of Self-Perception as they assess the outward expression or the action part of your internal perception. Such skills as openly expressing thoughts and feelings in a constructive way and remaining self-directed are included in this composite.

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.

How You and Your Raters Responded: Summary



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

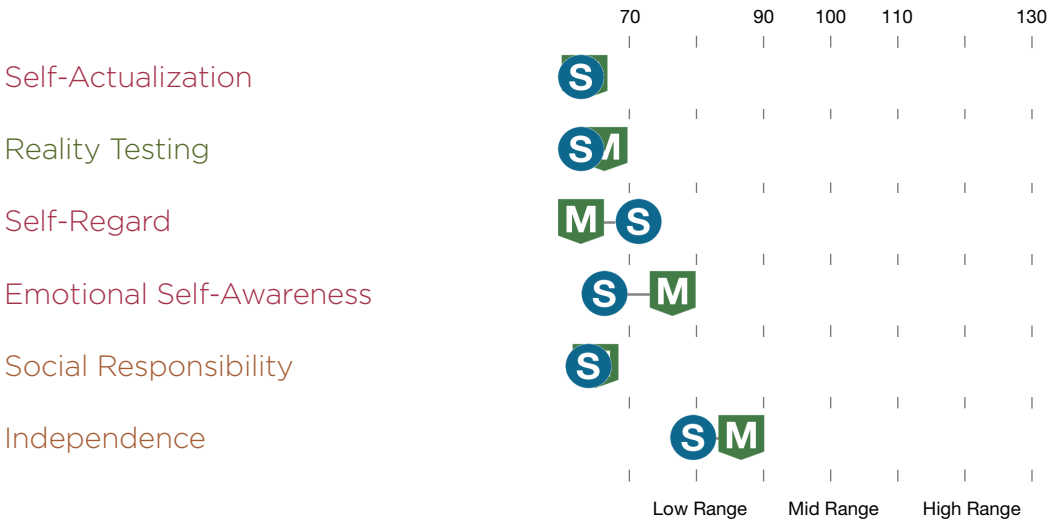
How Your Raters Responded: Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies presented over the next two pages is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This section provides you with a leadership lens through which to view how your raters responded. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are listed. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you are rated lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas is likely to yield the greatest return in your growth as a leader.

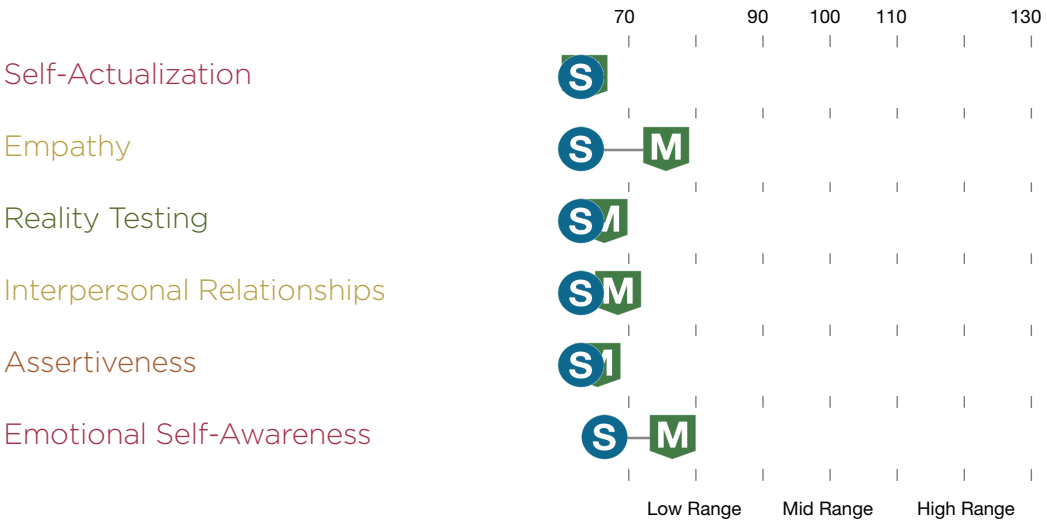
Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.



Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



How Your Raters Responded: Leadership Potential

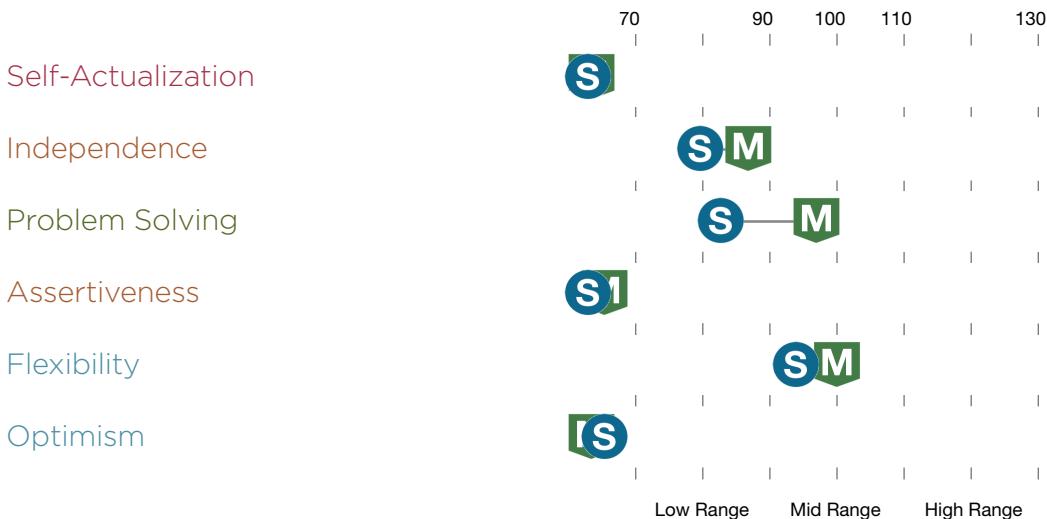
Insight

A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.



Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



Leadership Derailers

Although scoring low on any EI subscale is a potential contributor to leadership derailment, our research suggests that the four EI subscales presented to the right will have the biggest implications for leadership derailment.

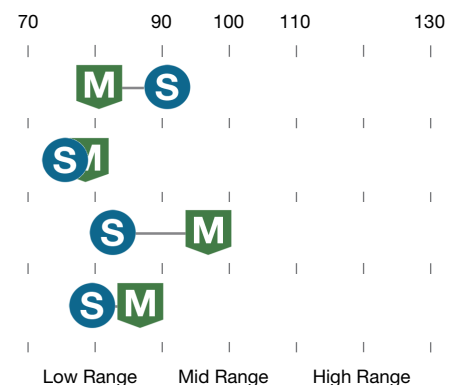
This section presents how you were rated on these four subscales. Please refer to the "How You Responded: Leadership Potential" page for further details about how these scores could affect your Leadership Potential.

Impulse Control

Stress Tolerance

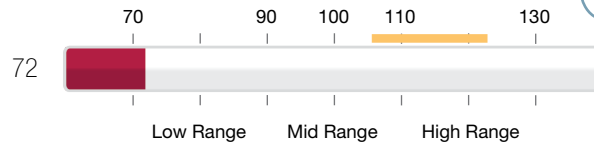
Problem Solving

Independence



■ Self-Regard

Respecting oneself; Confidence



■ How You Responded:

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Test, your result suggests that self-regard may be an area where you would benefit from improvement. Lower confidence in your capabilities may hinder your leadership potential by hampering growth and the influence you have over key organizational decisions. You may:

- Appear to be hard on yourself or unhappy with who you are.
- Exert less influence on important group decisions.
- Take a leadership stance that is easily swayed by the presence of others.
- Shy away from creating a high-performance culture.

You scored below the leadership bar on Self-Regard and could benefit from strengthening skills in this area.

■ Leadership Impact



Authenticity



Insight

Leadership Implications. The leadership implications of low self-regard extend further than many people realize. Low self-confidence may create self-doubt in your leadership capability and may impair decision making. Your ability to serve as a role model and to create a meaningful vision for colleagues may be compromised.

Organizational Implications. Your low feeling of self-worth may translate into a self-fulfilling prophecy; a feeling of being less competent leads to objectives not being adequately met. You may lack the necessary confidence to develop talent in the organization, which can impede productivity and progress. Your ability to promote change may be compromised by lower self-respect. If you don't respect yourself, others will be unlikely to follow you, particularly in times of change.

■ Strategies for Action

Focus on the Positive. Consider your strengths, accomplishments and achievements.

- Think about your past successes (e.g., effectively leading the organization through a merger). Try to recall the feelings associated with the event and visualize the outcome. Your thought process is closely aligned with your self-perception. Thinking about success enhances a healthy self-image.
- Try not to be too humble; give yourself permission to relish in your achievements and improve your self-talk.
- Do not dwell on failure. Failure is an opportunity to grow and learn from mistakes so that you and the organization can thrive.

Learn a New Skill. Leaders must be quick to adapt to industry changes. What better way to bolster your self-regard than to acquire a new skill to help adapt to these changes.

- Even the most revered and trusted leaders cannot be subject matter experts in every field. Pinpoint an area in which you can improve your knowledge (e.g., budgeting, product knowledge), and take a course to boost your understanding. This newfound wisdom will increase your sense of self-worth.
- Schedule the time to practice the new skill. Try tackling this new area of expertise with a colleague or friend to help you stay on track.

■ Balancing Your EI

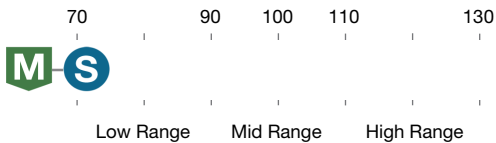
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard (72) ➤ Reality Testing (56)

Your Self-Regard score is higher than your Reality Testing score. Feelings of self-worth should not be dependent on external sources, but periodic reality checks are beneficial. To align these two areas be sure to cross-check your self-evaluation against objective evidence and feedback (e.g., performance data, 360 degree feedback, comparing yourself to an expert).

Self-Regard

Respecting oneself; Confidence



How Your Raters Responded:

Test, 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.

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

MANAGER

How your MANAGER rated you:

You rated yourself higher in Self-Regard than your Manager. 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 to gauge your self-confidence. Although you rated yourself higher in Self-Regard, your Manager 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 to rate you lower in Self-Regard?*

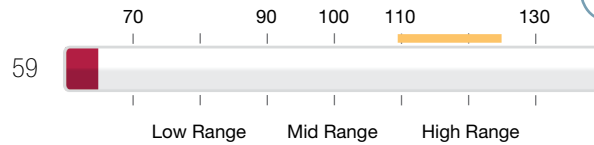
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	2	1				
Feels sure of self	2	2				
Doesn't feel good about self	2	3				
Lacks self-confidence	3	3				
Finds it hard to accept the way he/she is	2	2				
Thinks highly of himself/herself	3	2				
Respects self	3	2				
Happy with self	3	2				

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

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

Self-Actualization

Pursuit of meaning; Self-improvement



How You Responded:

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, as a leader it means finding purpose and enjoyment in your role and performing to your fullest potential. Test, your result indicates that you may feel as though you are stagnant and navigating without a clear purpose. To your team, it may appear as if you feel dissatisfied and restless, and without sufficient inspiration and drive. Your result may mean that:

- You do not venture from your comfort zone, as the risk is perceived greater than the reward.
- You do not capitalize upon your strengths.
- You struggle to help your direct reports reach their full potential.

You scored below the leadership bar on Self-Actualization and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. If you do not experience fulfillment in your position, you may feel inefficient and unproductive in your leadership role. As you score low in Self-Actualization, your team may not feel compelled to reach their full potential, and employee engagement may be curtailed. You may not be able to inspire your team to achieve great performance.

Organizational Implications. You may feel as though your purpose is not being fulfilled, which may prohibit innovation and progress throughout the organization, and can discourage teamwork. Your ability to mentor and coach your employees may be challenged, as you are less likely to demonstrate a strong commitment to personal learning and growth.

Strategies for Action

Find Your Inspiration. Conduct an honest self-appraisal of your passions (e.g., delivering presentations, attending conferences, mentoring) and try to incorporate them regularly into your role. It is amazing how often we know what our passions are, but rarely find the time to take part in them!

- Ask yourself what drives you, and what makes you feel alive at the end of the day.
- Incorporate these pursuits throughout the workday. For instance, if you are passionate about public speaking, book a public talk at a conference. If mentoring employees is your passion, try to identify a protégé who you can guide/advise.

Redirect Your Trajectory. Self-actualized leaders are devoted to their profession (as well as their personal affiliations), often referring to it as their "calling."

- If you find yourself not looking forward to the challenges that lay ahead, you may try finding a cause that you believe in (e.g., a charity to support). A focus on helping those less fortunate can help you find greater meaning and purpose.
- Undertaking new challenges helps personal growth. For instance, by concentrating on expanding the business or increasing profits, you can redirect your energy and change your mindset. This renewed focus heightens self-actualization.

Balancing Your EI

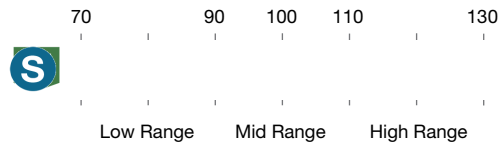
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization (59) < Self-Regard (72)

Your Self-Actualization is lower than your Self-Regard. To balance these components, leverage your inner strength and confidence by participating in meaningful activities. Keep your expectations realistic to promote feelings of success. Set and evaluate goals that align with your strengths.

Self-Actualization

Pursuit of meaning; Self-improvement



How Your Raters Responded:

Test, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of 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 could be setting and pursuing goals with greater meaning and purpose. This consistency in ratings suggests that most of the people you work with would describe you as less persistent than most in the pursuit of personal and professional enrichment. A by-product of this perception could be that you are seen as acting without a plan or greater purpose in the work you do. Keep in mind that self-actualized individuals usually have well-developed networks and derive satisfaction from a variety of sources. As a result, these individuals have more to look forward to and more support to draw upon when experiencing setbacks. Why do you think each of your rater groups provided you with the rating they did? *What can you do to demonstrate more self-improvement or show you are driven to be the best you can be?*

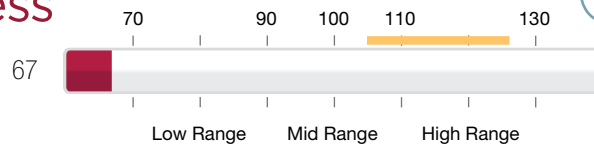
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	2	2				
Has something to contribute	2	3				
Seeks enriching experiences	3	3				
Self-motivated	3	3				
Makes good use of abilities	3	3				
Strives to be the best he/she can be	3	3				
Driven to achieve	3	2				
Makes life meaningful	3	2				
Looks for ways to improve	3	2				

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

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

Emotional Self-Awareness

Understanding own emotions



How You Responded:

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

- May not recognize how your feelings or mood can alter your behavior.
- Do not recognize the impact that emotions have on engaging the hearts and minds of employees.
- Have difficulty sensing and empathizing with the emotions of your employees.
- May not be aware of how your emotions and your behavior affect others.

You scored below the leadership bar on Emotional Self-Awareness and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. As a leader, you may struggle to use your gut reaction to choose the best course of action because your emotional gauge is not always accurate. It may be difficult for you to manage intangible or vague information, as you may not be able to rely on your emotional cues to guide the necessary decision. You may be seen as a leader who is not fully aware of his or her own strengths and weaknesses, nor the impact that your emotional responses have on those you lead. Navigating emotionally charged situations may elude you, which can prove challenging when conflict arises within the organization.

Organizational Implications. Your level of emotional self-awareness indicates that you may not recognize the impact of emotional outbursts on others, and you may miss important information because employees are hesitant to approach you as a leader. Constructive criticism you receive from employees may also be interpreted as a threat or as a sign of failure as you are not in tune with your emotional reactions. Organizational productivity may be unfavorably impacted by this lack of emotional self-awareness. Poor emotional self-awareness is a problem because "what you don't recognize, you can't manage".

Strategies for Action

Time to Reflect. It is common to operate on autopilot as you navigate through numerous tasks over the course of the workday. Nevertheless, it is important to take time to assess employee reactions and engage in self-reflection.

- An open door policy helps to encourage candid feedback, and to listen without reproach to comments and concerns. Soliciting advice from employees helps to pinpoint your areas of strength and those that need development. For example, perhaps you appear too elated when the situation demands a sedate "poker face" to close a deal.

Body Language. A good method to improve your emotional self-awareness is to notice cues in others' body language.

- Sometimes employee reactions may only be perceptible via body language. Try to stay attuned to the facial expressions and mannerisms of your colleagues. If your colleagues are smiling and their facial expression is open and warm, you have an indicator that you are exuding joy and contentment.

Balancing Your EI

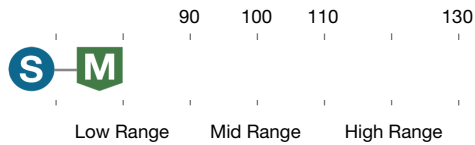
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. The subscale that differs the most from Emotional Self-Awareness is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Self-Awareness (67) < Emotional Expression (83)

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 Self-Awareness

Understanding own emotions



How Your Raters Responded:

Test, 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.

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

MANAGER

How your **MANAGER** rated you:

You are perceived by your Manager to be more emotionally self-aware than you see yourself. This prominent difference in perspective means that you present or display a stronger sense of awareness to your Manager, but feel less clear of yourself or perhaps more perplexed by your emotions than you let on. You may not pay attention to your feelings as much as this rater group thinks you do and therefore you run the risk of your emotions being misinterpreted by others, or of your emotions being displayed without the appropriate amount of self-scrutiny. *Why do you think this rater group feels you are more in touch with your emotions than you believe yourself to be? On what observations do you think they are making this rating?*

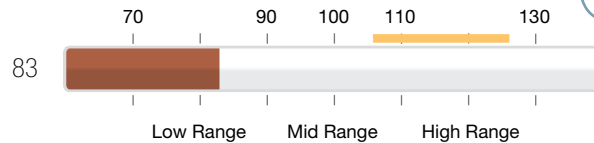
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	2	2				
Aware of how own mood impacts others	2	3				
Knows what triggers own emotions	2	3				
Aware of own feelings	3	3				
Recognizes when he/she is upset	3	2				
Understands how others' emotions affect him/her	3	2				
Knows which emotions affect his/her performance	3	2				

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

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Emotional Expression

Constructive expression of emotions



How You Responded:

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Test, your result indicates you may have difficulty bringing emotions to the surface and sharing your true feelings and opinions with others. Consider the following, which may be characteristic of you:

- You don't feel comfortable expressing certain emotions through words, facial expressions, or body language.
- You use a limited emotional vocabulary to describe your feelings (e.g., happy and sad, rather than elated and somber).
- You may assume your team knows how you feel, so you appear guarded, and do not always put your emotions on display.

You scored below the leadership bar on Emotional Expression and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Expressing one's feelings verbally and nonverbally allows you to build authentic relationships. Your style of expression may make it hard to inspire your team, and your relationships will tend to be superficial or at arm's length. If you do not express your emotions, you are probably contributing to the creation of an environment where the team you are leading does not feel comfortable being open and honest with you. You may then miss crucial information. Though you may feel comfortable remaining in a poker-faced state, it is actually stressful for your team, especially when they need to share difficult or sensitive information with you.

Organizational Implications. Your result may mean that you are not fully contributing to a culture of open communication at your organization. If a culture of open communication is not consistently nurtured, you will be unaware of the feelings and opinions of employees that may be crucial for your decision-making processes. Furthermore, organizational and team goals may not be fully realized, as you tend to shy away from using strong emotions and captivating expressions to inspire your team to greater heights.

Strategies for Action

Connect your Emotions. Utilize Empathy and cultivate your relationships to ensure you adequately express your thoughts and emotions. Before the next meeting with your team:

- Review the agenda on your own, and write down your thoughts on each item; don't assume your team already knows how you feel.
- Use emotional vocabulary (anxious, excited, worried, secure, confident) to describe the state of the task and how you feel about next steps.
- Select a few emotional comments to share at the meeting and hold yourself accountable to expressing them.
- Continue making a similar list for every meeting and increase the number of emotional comments you share.

Center Stage. As a leader your emotional expression is constantly center stage, and therefore it is critical that you have mastered both verbal and nonverbal cues.

- Eye contact: this can help the other person see what you may be feeling.
- Facial expression: this is another way to show your feelings (e.g., raised eyebrows can mean concern or worry, a smile conveys a positive impression).
- Tone of voice: allow the other person to hear your emotions (e.g., a happy tone of voice, or a quieter, more concerned tone of voice).

Balancing Your EI

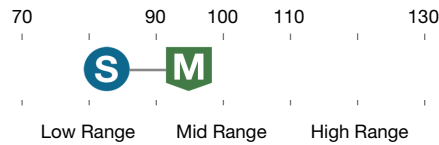
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Expression (83) ➡ Interpersonal Relationships (60)

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.

Emotional Expression

Constructive expression of emotions



How Your Raters Responded:

Test, 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.

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

MANAGER

How your MANAGER rated you:

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

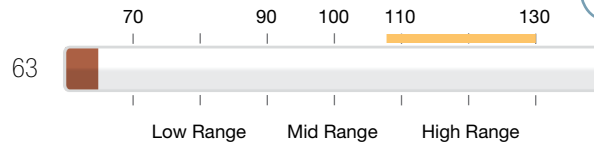
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	2	3				
Easily expresses feelings	2	3				
Has difficulty expressing intimate feelings	3	3				
Talks to others when sad	2	2				
Difficult to show feelings to others	3	1				
Difficult to show affection	3	2				
Has difficulty describing feelings	3	2				
Hard to smile	3	2				

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

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■ Assertiveness

Communicating feelings, beliefs; Non-offensive



■ How You Responded:

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

- You may be seen as a supportive leader, but at the expense of expressing your beliefs and making tough decisions to benefit your team in the long run.
- Since they don't often hear your opinions and thoughts, your team is likely missing out on strong and confident guidance.
- You might avoid difficult conversations that are an inevitable part of being a leader.
- You have a lot to contribute, but you fear pushback on your ideas.
- You work harder than most because you struggle to clearly articulate your needs to your team.

You scored below the leadership bar on Assertiveness and could benefit from strengthening skills in this area.

■ Leadership Impact



Authenticity



Insight

Leadership Implications. Your level of assertiveness suggests that your team may see you as a leader who shies away from voicing opinions and making decisions. In the constantly-changing nature of an organization, your team will appreciate hearing your thoughts, ideas, and opinions. Your team will look to you for direction and swift action, especially in situations where difficult decisions need to be made. Increasing your level of assertiveness will also help you to inspire your team and gain their buy-in for goal achievement and processes. A large part of leadership is championing for your team's work and well-being. Your low level of assertiveness can hold you back from clearing obstacles and winning resources for your team.

Organizational Implications. Your lower assertiveness score may prevent you from motivating your team to achieve individual and team goals, effectively dealing with inter- and intra-team conflict, and obtaining adequate resources needed for success. Increased levels of assertiveness will help you inspire and coach your team to reach their potential while pushing boundaries to address today's business challenges.

■ Strategies for Action

Communicate a Vision. This vision does not have to be large-scale. Take a look at the next task you will be leading your team through.

- Write down a description of what you believe the final output will look like and the steps required to get there.
- Make a checklist of the final features of the outcome, in very succinct, clear terms.
- When meeting with your team, have copies of these and discuss them. For each point, practice assertiveness by being firm and direct, with no questioning or second guessing what you believe success looks like.

Gaining Support. Prepare ahead of time when you need to secure resources for your team.

- Make a list of what you need and why. When you have the "why" determined, you will feel much more confident sticking to your guns in a battle over resources.
- Mark down your essentials (resources you cannot give up on).
- Use this list as a reference to guide you when meeting with other decision-makers in the company.

■ Balancing Your EI

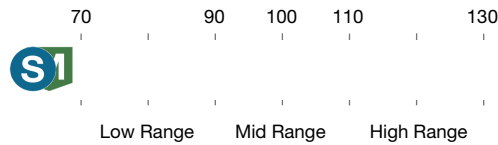
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

Assertiveness (63) ⇌ Interpersonal Relationships (60), Emotional Self-Awareness (67), and Empathy (61)

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.

Assertiveness

Communicating feelings, beliefs; Non-offensive



How Your Raters Responded:

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

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

How your rater groups rated you:

There is agreement between you and all your rater groups that assertiveness is a skill where you may benefit from improvement. Your interactions with these groups might often be described as passive, where you may withhold your true feelings, beliefs, and thoughts. Although you may be favoring team harmony by not voicing an opposing opinion, you could be missing opportunities to show your conviction, contribute to the direction of your team or obtain adequate resources for effective job performance. Unassertive individuals are rarely seen by others as leaders who are decisive, tenacious and inspiring. *Which of your colleagues effectively use assertiveness? What strategies does he/she use? How can you model that kind of behavior?*

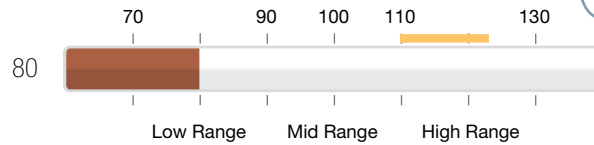
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	4	2				
Says "no" when needed	3	2				
Is assertive	2	2				
Says so when he/she disagrees	2	2				
Firm and direct	3	3				
Stands up for own beliefs	2	2				
Tells people what he/she thinks	3	2				

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

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Independence

Self-directed; Free from emotional dependency



How You Responded:

Test, being independent means that you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. As a leader, this approach can be particularly obvious when you need to make decisions. Although you do need to consult with your team and gain their buy-in, regularly passing on the role of primary decision maker can hurt the performance of your team and your reputation as a leader. Consider the following interpretation of your results:

- You prefer to receive guidance and direction from others on many decisions you make.
- Since you likely crave the approval of your team, you may not bring forth alternative opinions, which may mean the group is determining the course of action without your input.
- You may fear that the decisions you make for your team will prove to be a mistake, restraining risk taking.

You scored below the leadership bar on Independence and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your tendency to depend on others instead of operating autonomously means you may struggle to make quick, objective decisions—a critical skill for leaders. Your team is likely to find you open to their ideas and needs, and while on the surface this appears to be a great characteristic, you may do so at the expense of voicing your own thoughts and beliefs. Even though your team may not agree, sharing your personal and unbiased thoughts helps you be viewed as a leader and not as a follower.

Organizational Implications. In conversations or meetings, you may find yourself adopting the same emotions or opinions as others in the room, or easily conforming to others' decisions. When ideas are brought to the table, you may find yourself being more of a passive receiver than an active participant. As a leader, it is crucial to consider multiple ideas, explore each idea from a broad range of perspectives, and encourage your team to do the same.

Strategies for Action

Step Up. The next time you have to make a decision, follow these steps.

- Write down a list of people you can consult for advice.
- Write a list of pros and cons for and against the possible decisions.
- Reach out for advice: if you have any additional information for your list of pros and cons, integrate it now.
- For options you wish to dismiss, write the reasons why.
- Use the remaining pros and cons to make the final decision from the options.

Enhance Your Confidence. Holding on to convictions becomes difficult when we start doubting ourselves and the decisions we make. When you start second-guessing your decision:

- Rewrite the problem you are trying to solve, considering the people and areas affected by the decision.
- Check in with trusted colleagues to ensure that you have not missed any information required for your decision.
- Review the list of pros and cons you used in your decision-making process.

These steps will keep you focused on the task and give you the confidence you need in your decision-making.

Balancing Your EI

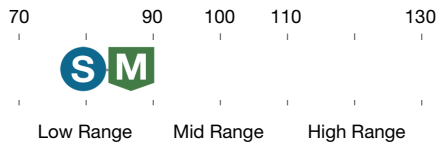
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Independence (80) ➔ Interpersonal Relationships (60)

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

Independence

Self-directed; Free from emotional dependency



How Your Raters Responded:

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

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

How your rater groups rated you:

You and all your rater groups are in agreement that you are less independent than most people and could benefit from exercising more autonomy in your approach to work and in the expression of your thoughts and feelings. For instance, rather than making a decision on your own, those you work with may see you being influenced by others' opinions or needing reassurance before a final decision is made. It is likely that those around you notice that you tend to adopt the same emotions or opinions as others when in meetings or conversations. Conforming to the influence of others may give the impression that you are a great team player, but it can be at the expense of your independent voice. *Have there been times when you were influenced by others to abandon an idea of your own?*

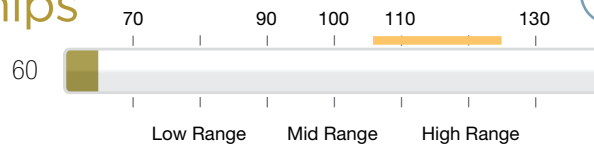
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	3	2				
Clings to others	2	2				
Easily influenced	2	3				
Prefers job where told what to do	3	3				
Difficult doing things on own	3	3				
Needs reassurance	3	2				
Needs others	3	2				
More of a follower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

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

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Interpersonal Relationships

Mutually satisfying relationships



How You Responded:

Leadership cannot exist without strong relationships. Even if you have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Test, your lower score indicates that you may struggle with gaining buy-in, coaching, instilling trust, and garnering the resources that you need to reach team and organizational goals. The stronger your interpersonal skills, the better you'll be able to engage your team to reach common goals. You may:

- Genuinely like those you work with but have not focused on getting to know them on a deeper level (e.g., their talents and interests); knowing people only at a surface level holds you back from finding ways to motivate and inspire your team.
- Rely on your own devices to get the job done rather than asking for help or delegating appropriately.

You scored below the leadership bar on Interpersonal Relationships and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your result in Interpersonal Relationships indicates that your leadership approach is likely process-oriented and not focused on building strong relationships. Keep in touch and stay connected with your team members' reality by coaching them to reach their fullest potential. A lack of rapport can keep your team from comfortably sharing valuable information and feedback that lead to better-informed decision-making. Mutually satisfying relationships can help you motivate and inspire your team, and gain the commitment needed to follow through on strategies.

Organizational Implications. When relationships are not as strong as they can be, you may struggle to play on the organizational stage. Your impact may be nominal because without loyal and trusted colleagues, you don't have the network needed to gain resources for your team. Maintaining mutually beneficial relationships can have immeasurable returns, both in terms of providing you with a supportive network to buffer the negative effects of stress, as well as to promote a positive team and corporate culture.

Strategies for Action

It's an Open Concept. How approachable are you? Do you have an open door policy, but nobody walks into your office? Leaders can sometimes lose sight of how their behavior can actually close their open door.

- Determining whether you are approachable requires a thorough examination of your leadership behaviors. For example, do you actively listen, or check your smartphone when someone is talking? Are you a good sport about tolerating workplace annoyances? Do you actively participate in company events, groups and parties?
- Brainstorm at least five other indicators of an approachable leader, and if you need help, ask a coach or a trusted colleague for their input.

Recognition Goes a Long Way. Remember to express recognition on a regular basis.

- Through simple acknowledgments, reward people for achievements, meeting challenges, and upgrading their skills and knowledge.
- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers.
- Find opportunities to improve your interpersonal skills; walking around the office and engaging in team discussions can be a management practice to help you understand your colleagues. These opportunities can help expose you to the type of recognition people prefer.

Balancing Your EI

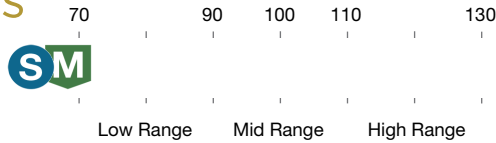
This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Interpersonal Relationships (60) < Problem Solving (83)

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

Interpersonal Relationships

Mutually satisfying relationships



How Your Raters Responded:

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

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

How your rater groups rated you:

There is agreement between you and all your rater groups that you could focus more on developing mutually satisfying relationships. Your relatively low ratings on this scale suggest that you either have difficulty connecting with these rater groups, or that you are generally dissatisfied with the quality of your current relationships. While it's critical to focus on the task at hand, if you rarely engage in personal, friendly conversations, you will miss out on learning about the expertise and talents of your colleagues. Additionally, strong relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. *Think about what kinds of social situations make you more comfortable than others. What it is about these interactions that allows you to be more engaging?*

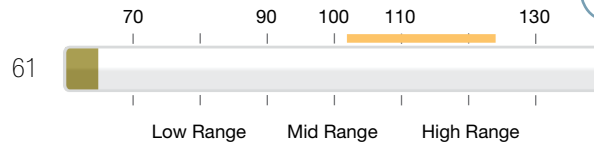
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily	2	2				
Enjoys talking	2	2				
Easy to approach	2	3				
Easy to confide in	2	3				
Fun to be with	3	3				
Team player	3	3				
Is sociable	3	2				
Has good relationships	3	2				

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

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

■ Empathy

Understanding, appreciating how others feel



■ How You Responded:

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. Test, your result indicates that empathy might be difficult for you to display consistently, leading to instances where you don't take other perspectives into account. While you may prefer to remain slightly detached, this approach may be at the expense of showing that you care about people, leading to superficial relationships where it is difficult to coach or inspire. With a result such as yours, you may find:

- When you make decisions, you are more focused on facts than on how your team may feel or react.
- It is difficult to secure buy-in because you are unlikely to pay attention to people's emotions.
- You misread others' thoughts and emotions.
- It is difficult for you to articulate another perspective.

You scored below the leadership bar on Empathy and could benefit from strengthening skills in this area.

■ Leadership Impact



Authenticity



Insight

Leadership Implications. Since you may have difficulty understanding how others feel, or tend to emphasize facts over feelings, you are at risk of damaging otherwise effective working relationships within, and beyond, your team. As a result, when it comes to resolving conflict, managing change, or making tough decisions, you run the risk of leaving your team and other colleagues feeling alienated and undervalued. Developed skills in Empathy can be especially useful for connecting with your team when trying to inspire and coach them towards innovative solutions.

Organizational Implications. Working to increase your level of empathy will benefit both you and your organization. Predicting others' reactions and emotional states and showing respect for others' feelings will help employees feel heard and understood, a core need for all human beings. Your current level of empathy sets you up for difficulties resolving conflict, gaining buy-in and commitment to achieve goals, managing large scale change and securing resources to support your team.

■ Strategies for Action

Active Listening. Active listening is about being able to repeat back, in your own words, what the speaker has said. Leaders who do this exude empathy and respect even if they do not agree with what the speaker is saying.

- In your next team or one-on-one meeting, listen more than you speak, even if you don't quite agree with the conversation.
- Record the amount of time you spent truly listening versus speaking or having an inner dialogue. Aim to shorten your speaking time at your next meeting.
- Remember that understanding and empathizing with someone is different from agreeing.

Reveal a Story. Sometimes as leaders we forget how much time and energy has gone into a particular decision, so that when we share it, we forget to divulge how and why a decision was reached.

- Pick an upcoming change that will be communicated to your team.
- Write down at least five pieces of background information about this change (e.g., why it is necessary, when it was first conceived, who has been involved).
- For each piece of information, connect an emotion, a concern or question that your team may have.
- Share this information in the form of a background story, and ask for your team's feedback on the change.

■ Balancing Your EI

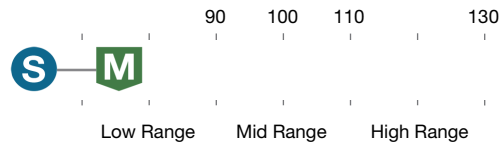
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy (61) < Emotional Expression (83)

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

Understanding, appreciating how others feel



How Your Raters Responded:

Test, 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.

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

MANAGER

How your MANAGER rated you:

Your Manager may perceive you to be more empathic than you see yourself. This gap suggests you are perceived to be more respectful, appreciative, sensitive, and caring than you feel you are. Reflect on whether your ability to empathize is more apparent to your Manager than to yourself. Or, perhaps you believe you have much more compassion and understanding to give, but your current relationships are not established enough for you to be as empathic as you wish to be. Remember, differing perspectives on your level of empathy can create mixed messages in your relationships. Learning to recognize the behaviors and sayings that are perceived as empathic will help you to present yourself consistently with diverse groups of people. *Why do you think you are seen as more empathic by your Manager, compared to your self rating? What are the consequences of this discrepancy?*

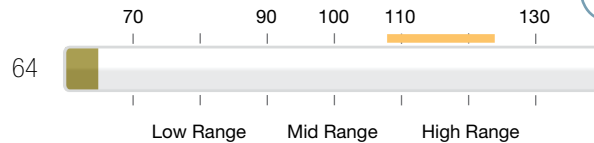
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	2	2				
Is empathic	2	2				
Understands the way others feel	2	3				
Avoids hurting others' feelings	3	3				
In touch with others' emotions	3	3				
Relates to others' emotions	3	2				
Respects others' feelings	2	2				
Sensitive to others' feelings	2	2				
Cares about others' feelings	3	2				

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

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Social Responsibility

Social consciousness; Helpful



How You Responded:

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organizations, and communities. Test, your result suggests that your leadership approach may be seen as self-involved rather than socially responsible. Leaders need to finely balance their time between fulfilling their own responsibilities and investing in the growth of their people; your result suggests you could spend more energy building strength in your team. You may gratify your own needs, giving the impression that you are more of an individual achiever than a team leader. Based on your result, you may:

- Have difficulty identifying with employees and promoting cooperation across teams.
- Entertain more individualist than collectivist views.
- See yourself as separate from most societal or organizational issues (e.g., global warming or employee engagement).

You scored below the leadership bar on Social Responsibility and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your level of Social Responsibility allows your emotions to get the better of you in two ways. First, if you are not strongly compelled to take responsibility for your team or contribute to the community, you won't often see the value in coaching your team toward stretch goals and donating your time to the community. Instead, you may put your own interests ahead of your team's/society's goals. Second, if you don't often help your team and others in the organization, you won't know the challenges the other teams face, creating disconnects with other groups in the organization and inhibiting organizational success.

Organizational Implications. There are times when you could be more of a champion for your team/community and win the resources and support needed. At the same time, at an organizational level, it is important that you recognize the needs of other teams and leaders and help them achieve common goals. Losing sight of your organization's goals and broader vision may compromise your ability to effectively contribute to the greater good in your organization and in society at large.

Strategies for Action

Start Coaching. Being a successful leader is not a solo activity. Real success comes from helping your team members reach their potential. This, in turn, increases overall team potential; allowing you to guide your team to new heights and innovative outcomes.

- List your team members, their current tasks, and their strengths.
- Then list how you can help them with their tasks (e.g., do they need guidance to complete a task, an opportunity to incorporate a new method, additional resources).
- Meet with them and leverage your Empathy skills to understand their needs.
- Review your list to see how close you were to predicting their needs.
- Ensure that you provide the needs requested by your team as well as follow-through in terms of coaching them to complete their tasks.

Activate Your Roles. Make a list of all the active roles you assume (e.g., 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?
- Look for ways in which you can incorporate community support activities with your team/organization (e.g., working with a charitable organization for your next team-building event).

Balancing Your EI

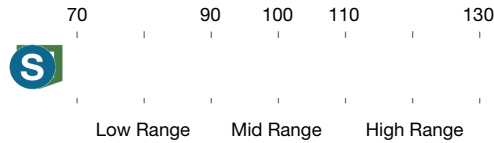
This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

Social Responsibility (64) = Self-Actualization (59), Interpersonal Relationships (60), and Empathy (61)

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.

Social Responsibility

Social consciousness; Helpful



How Your Raters Responded:

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

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

How your rater groups rated you:

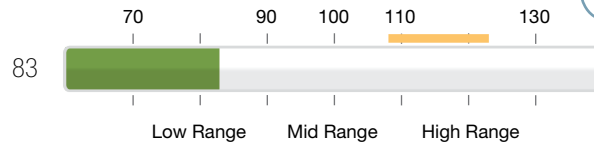
Your results on Social Responsibility indicate that you are not always as helpful and cooperative as you could be. Although there is a time and a place for making yourself the priority, the people you work with might describe you as being more competitive than collaborative, at times putting your needs before those of others. Losing sight of your organization's goals and broader vision may compromise your ability to contribute to the greater good. The benefits of helping others 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 others? Which relationships could benefit the most from you being more helpful?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	2	2				
Tries to make a difference in society	2	2				
Likes helping	2	2				
Is a contributing member	3	2				
Contributes to community	3	3				
Cares about social issues	3	2				
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item						

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■ Problem Solving

Find solutions when emotions are involved



■ How You Responded:

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognize how these emotions impact their decisiveness. Test, 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.

Leaders who score in this range may not actively tackle problems and may evoke a sense of doubt and uncertainty in their fellow workers. Your result indicates:

- You may feel overwhelmed with the responsibility of making a decision, preferring others to make decisions for you.
- You may struggle to keep a clear focus on the problem at hand.
- Your team may see you worrying about a problem rather than implementing a solution.

You scored below the leadership bar on Problem Solving and could benefit from strengthening skills in this area.

■ Leadership Impact



Authenticity



Insight

Leadership Implications. Your result on this scale suggests that you are hampered in your ability to efficiently solve people and process oriented problems. Rather than leveraging emotions (e.g., happiness to spur creativity), you tend to fall victim to your own emotions, such as worry, anxiety, and fear. This tendency can result in feelings of paralysis and spending time worrying about a problem rather than solving it.

Organizational Implications. You may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. 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. Organizational responsiveness and innovation may be dampened if you don't quickly move into problem-solving mode.

■ Strategies for Action

Fresh Perspective. Leaders need to examine problems from multiple angles in order to arrive at the best possible solution. How many different ways do you look at a problem when you are faced with one?

- Involve your team (if appropriate) in brainstorming different perspectives of problems. How would other teams view the same problem? Your customers? Your competition?
- Challenge yourself to come up with at least 5 fresh perspectives for a problem you are facing. Doing so will help move you into problem-solving mode as opposed to worrying about the problem.

Watch Your Limit. While a comprehensive amount of information and considering many possibilities can be beneficial when solving a problem, too much information can leave you overwhelmed and paralyzed.

- The next time you are stuck while solving a problem, break down the task into smaller chunks to simplify the problem and make it easier to move forward.
- Categorize the information and the possibilities you are considering in order to limit the options. Remember to find a balance: too much information paralyzes you, while too little leaves you uninformed.
- If the nature of your decision is stressful, your mental and emotional resources will be strained, 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 Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving (83) ➤ Reality Testing (56)

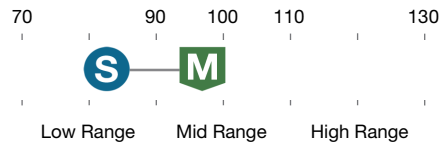
Your Problem Solving is higher than your Reality Testing. Make sure that your belief in your ability to use emotional information is balanced with your ability to remain objective. It is a good idea to validate your thoughts and assumptions by asking someone else to define the problem as they see it, and look for similarities and discrepancies with how you see it. This validation process can help you see your problem objectively, keeping you grounded as you arrive at timely decisions.

■ Problem Solving

Find solutions when emotions are involved

■ How Your Raters Responded:

Test, 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.



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

MANAGER

How your MANAGER rated you:

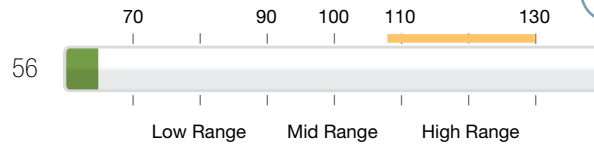
Rating yourself lower than your Manager suggests that from the perspective of this rater group, you appear to be managing your emotions when problem solving better than you feel you are. Even if emotions seem to derail our internal analysis of a problem, to others, such as your Manager, the end result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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when upset	2	2				
Worries about a problem rather than solving it	2	2				
Avoids dealing with problems	2	3				
Has difficulty deciding on the best solution	3	2				
Gets stuck when solving problems	3	2				
Gets overwhelmed when making decisions	3	2				
Gets frustrated and gives up	3	1				
Emotions get in the way of decisions	2	1				
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item						

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Reality Testing

Objective; See things as they really are



How You Responded:

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Test, your result on this subscale may mean that you lose your objectivity in favor of seeing things the way you wish them to be. You may not be connected with what is happening around you, and because of this tendency, your team may question your decisions and interactions resulting in their disengagement. Your result suggests:

- You tend to view situations from your own perspective, and you may neglect a realistic appraisal of circumstances.
- You may habitually deal with everyone in the same way, failing to adjust your approach to individual needs.
- The goals you set for yourself and others may be seen as unrealistic.
- Overly positive (extreme happiness) and negative emotions (high anxiety) may color the way you view a situation or make it difficult to focus.

You scored below the leadership bar on Reality Testing and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Reality Testing underpins your ability to accurately assess a situation, from setting realistic goals, to performance management, to dealing with conflict on your team. Your ability to execute on these functions is compromised when your leadership is not grounded in reality. More than others, you may fall victim to gathering information that fits your pre-existing assumptions, and as a result finding evidence to support what you want to see instead of what actually exists.

Organizational Implications. Your low result in reality testing compromises your credibility in the eyes of your colleagues as you may be conveying unrealistic expectations across the business. Although stretch goals are crucial for pushing people and the organization to strive for higher levels of potential, when goals are too lofty, you fail to gain commitment, or you take valuable resources away from something realistic and devote them to a goal that is not in line with strategic aims.

Strategies for Action

Listening Tour. One sure way to engage your colleagues while becoming more in touch with the reality of the workplace is to meet people representing different business lines. If you are a new leader, this is a great practice to take up with the start of a new job!

- Have a few questions ready that cover key challenges, areas of strength and weakness, and major threats to accomplishing annual objectives.
- Set up short, non-invasive meetings with different colleagues you work with to better understand what is happening around the office. When someone says something that surprises you, make a note to research the surprising detail. Find more data to support what you are hearing. Remember that what you are hearing is only theory until it is verified through objective data.

Goal Autopsy. In order to achieve higher levels of performance, leaders need to set realistic goals.

- Do an autopsy on the goals or objectives you and your organization are working on. Consider both personal development and operational goals.
- For every goal, give yourself one point if the goal is rooted in evidence (zero points if the target is fabricated), a second point if the goal is consistent with the mission and ethics of the organization, and finally a third point for finding one other leader who agrees that the goal is achievable and realistic.
- Try to aim for three point goals. If you can't change existing goals, ensure the next goal you set is a three pointer!

Balancing Your EI

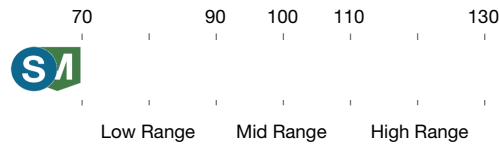
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing (56) < Problem Solving (83)

Your Reality Testing is lower than your Problem Solving. To bring these two components into line with one another, attempt to validate the soundness of plans before implementing them. Gather as much objective information as possible to support your intended solution, possible unintended outcomes of that solution and the probability of implementing contingency plans.

Reality Testing

Objective; See things as they really are



How Your Raters Responded:

Test, 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.

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

MANAGER

How your MANAGER rated you:

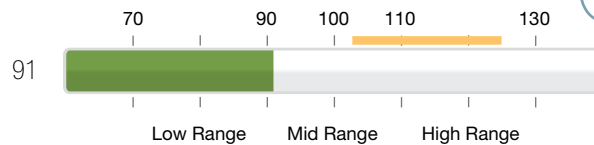
Your self-assessment of Reality Testing is more conservative than that of your Manager, suggesting that even if your actions appear realistic and grounded to others, you might feel as if you are not in touch with the current situation. Perhaps there are times when your emotions cloud your objectivity, but it is not as obvious to your Manager as it is to you. Because you are perceived as more objective than you feel you are, you may want to look for ways that you can strengthen your reality testing skills. Otherwise, you may end up in situations where others have relied on you or acted upon your decisions, even though they may not be well-grounded or realistic. *Can you think of an example where your Manager may have observed you making a realistic and objective decision? What about an example where you were biased or subjective in your decision making process?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	2	2				
Makes realistic plans to achieve goals	2	3				
Recognizes own biases	2	3				
Has good sense of strengths and weaknesses	3	2				
Knows when to be objective	3	2				
Knows when emotions affect objectivity	2	2				
Even when upset, aware of what's happening to self	3	1				
Has a good sense of what is going on	3	2				
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item						

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■ Impulse Control

Resist or delay impulse to act



■ How You Responded:

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Test, your result is indicative of a leader who may be slightly more impulsive than restrained, showing a slight tendency to jump to hasty conclusions and appear impatient in decision making. At times, you may respond in unpredictable ways to your emotions, rendering those you lead to distance themselves from you, particularly under times of stress. Your result may indicate:

- That you have a moderate amount of control over your behavior; however, this could be an area worth improving.
- That you need to be vigilant about appearing spontaneous or rash in your leadership approach.
- An "act now, think later" approach to solving some problems and decisions.

You scored below the leadership bar on Impulse Control and could benefit from strengthening skills in this area.

■ Leadership Impact



Authenticity



Insight

Leadership Implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that result 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 which situations is it hard for you to resist your impulses to act?

Organizational Implications. Your capacity to think first rather than respond reflexively likely contributes to a visible planning process across the organization. You prefer to weigh different options and proceed only after the pros and cons of each option have been evaluated. This approach allows employees to see how their efforts contribute to broader company strategies, and have faith that due diligence has been undertaken when strategies must change. Although you have good impulse control the majority of the time, there is room to improve by being consistently vigilant of when you are more impulsive than you wish to be.

■ Strategies for Action

Impulse Inventory. As a leader, your impulse control is always on stage for others to see; if there are moments when you appear frustrated or impatient, this will impact how your team views your composure.

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

Admit Mistakes. Even with our best intentions, frustration or impatience can sometimes get the best of us. Leaders who show integrity by owning their behavior and admitting to their mistakes recover from workplace slip-ups with less wear and tear than leaders who pretend the event never happened.

- Particularly with your direct reports, openly admit to a moment of frustration and offer an apology. Don't blame your behavior on anyone else or anything outside of your control.
- Maintain a positive impression by talking about what you will do differently next time and ask for others' feedback on your plan.

■ 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 (91) ➤ Assertiveness (63)

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

■ Impulse Control

Resist or delay impulse to act

■ How Your Raters Responded:



Test, 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.

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

MANAGER

How your MANAGER rated you:

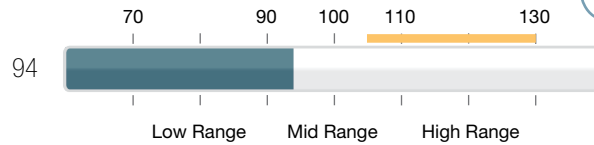
You see yourself as more in control of your impulses than is perceived by your Manager. Your interactions with your Manager may appear to be more spontaneous or hasty than you intended them to be. One explanation for this discrepancy is that although you might believe you are being deliberate and analytical, you may not convey to your Manager the thought process underlying your actions and decisions. As a result, these actions and decisions could be seen as hasty. *What are some ways that you can demonstrate your impulse control to your Manager? Has there ever been a time when you acted impulsively and later regretted your behavior?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	3	2				
Interrupts others	2	2				
Impulsivity creates problems	2	3				
Is impulsive	2	3				
Finds it hard to stop talking	2	3				
Reacts hastily	2	3				
Difficult to control impulses	3	3				
Finds it difficult to resist temptation	3	3				
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item						

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Flexibility

Adapting emotions, thoughts and behaviors



How You Responded:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Test, you are slightly less likely than most to embrace change and view it as a springboard for progress in the organization. You welcome new ideas and incorporate them into the way you manage others. Nevertheless, sometimes change makes you uneasy, and you may be hesitant to respond to unanticipated developments. Some indicators of your result are:

- You usually accept new methods and procedures for getting the job done.
- You are able to adjust your leadership style according to the situation; however, there are times where you could show more adaptability.
- You may approach unexpected changes with some trepidation and reluctance.

You scored below the leadership bar on Flexibility and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. While you are responsive to new developments and methods of conducting business, at times you may be hesitant regarding progress and innovation. This hesitation may lead you to be distrustful of the need for key changes and decisions, even when the workload is shared. Nevertheless, for the most part, your emotional reaction to change promotes risk-taking and independent thought.

Organizational Implications. Your vision for the organization adjusts according to external demands and, for the most part, your leadership style adapts to the needs of the situation. This approach encourages employees to propose new methods of conducting business, to help streamline processes and to funnel energy towards innovation and independent thought. Nevertheless, due to your occasional reticence to incorporate change, it may take a while for new processes and procedures to firmly embed themselves within the organization.

Strategies for Action

Learn From Failure. Comfort with failure will help you find ease with change. Some of the world's most successful leaders have repeatedly failed.

- The next time you encounter failure, gain some insight from the situation. Learning from mistakes promotes self-discovery and the opportunity to capitalize upon a seemingly negative event.
- Your reaction to failure is a great opportunity to demonstrate your flexibility. Work with others to ensure everyone learns from the negative event and try brainstorming different solutions to show your adaptability.

Cross-Functional Coverage. Spend time working in different departments in the organization.

- Leaders who are exposed to various departments in the organization get a sense of challenges and unexpected events. This exposure helps combat a narrow perspective and can help you understand how employees cope with change in the organization. This exposure can also help you incorporate an adaptable approach into your management style.

Balancing Your EI

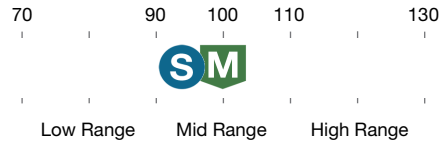
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Independence. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility (94) ➤ Independence (80)

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

Flexibility

Adapting emotions, thoughts and behaviors



How Your Raters Responded:

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

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

How your rater groups rated you:

There is agreement between you and your raters that you are generally open to change and able to adapt your emotions, thoughts and behaviors to changing conditions. You would all probably agree that 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. *Can you think of a time when you were less flexible than you wanted to be? How can you be less resistant to change in the future?*

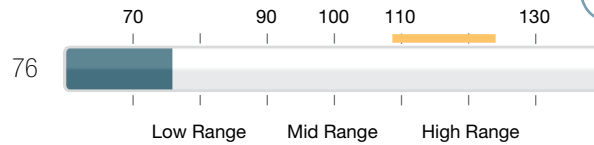
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change own opinion	3	2				
Does not like unfamiliar situations	2	3				
Hard to change own ways	2	3				
Has difficulty compromising	3	2				
Uneasy with last-minute changes	2	2				
Finds it hard to make changes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

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

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Stress Tolerance

Coping with stressful situations



How You Responded:

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. Test, your result indicates that you may be unable to effectively lead under the demands and pressures of your role without letting your emotions color your perspective. Your trepidation may hamper how you communicate a shared vision. Failure to remain composed under pressure can lead others to question your leadership capability. Some characteristics of your result are:

- You may feel anxious and overwhelmed when faced with competing demands.
- Your ability to overcome obstacles may be compromised.
- You may fear being challenged and you may mitigate risk by taking the safe and secure route.

You scored below the leadership bar on Stress Tolerance and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. A lower ability to withstand stress may affect your ability to clearly think about viable solutions when under pressure. To your direct reports, you may appear daunted, as your arsenal of coping strategies may not properly address the demands of the situation. You may adopt a narrow focus regarding challenges, delegate key strategic decisions to others, or withdraw from a strong leadership position during stressful times.

Organizational Implications. You may experience some trouble dealing with crisis situations that arise in the organization. As a result, issues (e.g., interpersonal conflict, downsizing, competitive threats) may not be promptly addressed, and may be left to worsen with time and inactivity. Organizational progress may be delayed and changes may take longer to implement. Risk-taking and an assertive stance may not be strategies that you readily use, likely due to emotions (e.g., fear, anxiety) getting the better of you.

Strategies for Action

Work-Life Balance. The separation of work from your personal life will aid in the creation of a buffer between work stressors and your home life.

- Ensure that you spend adequate time with your friends and loved ones. This will encourage a fresh outlook and perspective on the stressors at work.
- Hobbies (e.g., golf, reading books outside your field of expertise) will help you reframe your mindset and better equip you to deal with the pressures at work.

Delegate Tasks. Under situations of mounting pressure, share responsibility with colleagues to alleviate stress.

- Focus on tasks in which you excel (e.g., delivering presentations, preparing reports) and allow your colleagues to tackle other assignments.
- Your colleagues will gain a larger repertoire of skills, and you will be able to channel your expertise into tasks that you enjoy and in which you excel.

Balancing Your EI

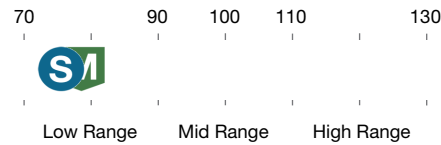
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance (76) < Flexibility (94)

Your Stress Tolerance is lower than your Flexibility. Aligning your stress tolerance with flexibility will enable you to recognize whether change or maintaining the status quo is the most effective course of action. Sometimes making a change is the most effective, while other times staying the course and dealing with the situation is the optimal approach. In situations where you feel stressed, make sure various coping methods have been considered.

Stress Tolerance

Coping with stressful situations



How Your Raters Responded:

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

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

How your rater groups rated you:

You and all your rater groups perceive you to be susceptible to the effects of stress. These results suggest that you struggle to think clearly and don't make use of appropriate coping strategies when needed. For example, do you ever avoid or ignore a stressor, pass the responsibility to someone else, or make rash decisions in order to reduce the tension associated with stress? Your raters may have seen you use some of these less effective coping strategies when you could have been using emotions to your advantage; for example, putting yourself in a positive mood helps to promote creative thought and will enable you to brainstorm solutions for reducing stress. How does your typical reaction to stress impact your productivity, your health, and your family and work relationships? *How do you feel (physically, mentally and emotionally) when you are under stress?*

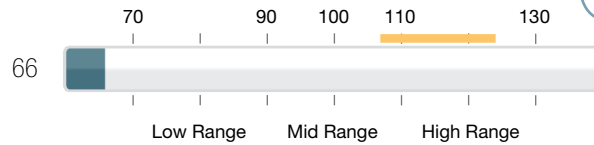
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	3	4				
Can't think clearly when under stress	2	2				
Thrives when challenged	3	3				
Handles stress well	3	2				
Performs well under pressure	2	2				
Copes well	3	2				
Handles upsetting problems	3	2				
Does not react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

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

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Optimism

Positive attitude and outlook in life



How You Responded:

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. Test, your result indicates that you are less optimistic than most, perhaps taking a less hopeful and less positive attitude toward the future. Some characteristics of your result are:

- You may be less energetic when responding to challenges.
- You may not be perceived as charismatic by colleagues.
- You may be fearful about the future and afraid of failure, setting less challenging goals for your team.
- You may be inclined to think that a negative event (e.g., financial loss) is permanent and won't subside.

You scored below the leadership bar on Optimism and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your negative outlook on work and life influences the way that your employees perceive you. You often expect events to go awry and you can become mired in a state of helplessness. You may not seek a constructive resolution to solve challenges presented at work, and may view setbacks as prolonged and not easily solved. Your approach can make it difficult for you to inspire your team to strive towards reaching challenging goals.

Organizational Implications. Your pessimistic outlook may hinder your ability to impact progress in the organization, and new ideas may not be proposed due to your tendency to play "devil's advocate." You may not motivate colleagues to tackle new problems, or inspire them to propose solutions. Depending on your position in the organization, it can be hard for your workplace or team to rebound after a setback (e.g., downsizing or competitive threat), as you may be seen as less responsive to handle these challenges positively. Colleagues may not feel as engaged to accomplish stretch targets, if you as a leader don't demonstrate a belief that anything is possible.

Strategies for Action

Visualize Success. Visualization exercises help bolster positivity by encouraging you to envisage success in your work and personal life.

- What does success look like to you? By picturing success in your mind (e.g., leading the organization through a merger or acquisition), you shift your thought patterns. This change in mentality can affect your habits and actions, and can ultimately lead to higher levels of accomplishment.
- Practice daily visualization by incorporating this mental practice into your schedule.

Enhance Relationships. The quality of your relationships can help promote a positive outlook on life.

- Creating rapport with colleagues and providing positive feedback can foster a positive mindset that can permeate the organization. Praising others for their accomplishments cultivates an optimistic and encouraging atmosphere.
- Establishing a mentorship relationship with a colleague (particularly one who is optimistic) can produce a quest for continual self-improvement, which can foster positive emotions and development in this area.

Balancing Your EI

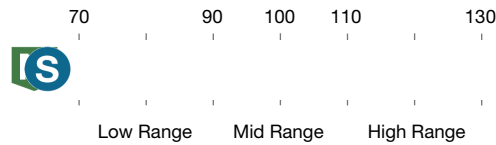
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. The subscale that differs the most from Optimism is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism (66) ➔ Reality Testing (56)

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 being optimistic and being realistic.

Optimism

Positive attitude and outlook in life



How Your Raters Responded:

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

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

How your rater groups rated you:

You and all your rater groups are in agreement that you are less optimistic than most people, and you may be seen as defeatist, gloomy, or cynical about the future instead of being excited or energized over the challenge of overcoming an obstacle. Although playing the role of "devil's advocate" helps in the analysis of all possible scenarios and allows for the creation of contingency plans, you may find your relationships stifled as you tend to focus on the negative aspects of any new ideas brought forth. *Are there times when you have been more pessimistic than others? Was this a beneficial or counterproductive approach? How do you think it would feel (physically, mentally and emotionally) to be optimistic?*

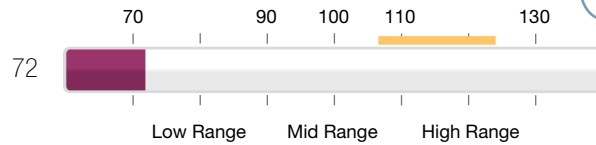
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	2	3				
Is optimistic	2	3				
Expects the worst	2	3				
Hopeful for the future	3	2				
Sees the best in people	3	2				
Has good thoughts about the future	2	2				
Expects things to turn out all right	3	1				
Has a positive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

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

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Well-Being Indicator

Satisfied with life; content



How You Responded:

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 on this page, 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

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

- Experience periods of apathy or discontent, making it difficult to inspire others.
- View life as being all about work and not play.
- Withdraw from leadership responsibilities, social situations, friends and colleagues.

Self-Regard (72)

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

- What leadership skills are strengths for you? Can you use them more often?
- How can you show more conviction in your decisions? How will this help your leadership?

Optimism (66)

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

- How can you reframe situations to view your leadership role in a more positive light?
- Are you aware that your less positive outlook likely has an effect on your team?

Interpersonal Relationships (60)

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

- How often do you interact with others to complete a "transaction," instead of having a meaningful interaction?
- Do you try to gain feedback and advice from colleagues? Seek their input to improve your leadership skills.

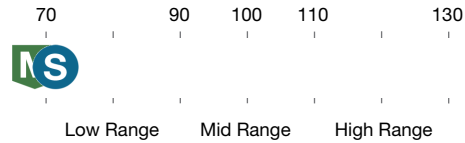
Self-Actualization (59)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your low Self-Actualization suggests that you may not be realizing your fullest potential, or that your current situation is not fulfilling your needs and values. These factors may dampen feelings of achievement and overall happiness.

- Can you picture a leader who has achieved his/her potential? What qualities does that leader embody?
- How can you emulate this leader by embracing their attributes?

Well-Being Indicator

Satisfied with life; content



How Your Raters Responded:

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

	Self 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Happiness	72	69				

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

How your rater groups rated you:

You are in close agreement with all your rater groups that you may be less happy than most people and find it hard to enjoy life to its fullest. You likely come across as not being content with your life and show little enthusiasm at work. Your dissatisfaction may be manifested in behaviors such as resistance or indifference to teamwork, disinterest in pursuing tasks outside of your role requirements, and failure to set ambitious goals. Keep in mind that individuals who find their lives (inside and outside of work) rewarding and fulfilling are generally more successful in the workplace. Try identifying the source of your dissatisfaction, and perhaps seek feedback from colleagues on how your lower happiness is manifested in your work. You will be in a much better position to showcase strengths in other areas of EI if you approach life with enthusiasm. *What conclusions can you draw from such strong agreement on your level of Happiness? Why do you think it is so clear that you are not as satisfied as you could be?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	2	2				
Is not happy with his/her life	2	3				
Is enthusiastic	2	3				
Is happy	3	3				
Is satisfied with his/her life	2	2				
Is excited about his/her life	3	2				
Looks forward to his/her day	3	2				
Is content	3	2				
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item						

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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
Practice active listening	Today, especially in one on one meetings with my direct reports	Improved interpersonal relationships, empathy with my team. Increased employee engagement.	- Feedback - 360 results increase	Direct feedback from my team	Obtaining honest feedback can be difficult. Time – don’t cancel one on one meetings – demonstrate the importance of regular touch points

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 _____

■ Leadership, Conflict Management, and Emotional Intelligence

Managing conflict of any kind can be a frustrating task for most of us. For leaders, resolving some sort of conflict is usually the norm rather than the exception. From competing resources and deadlines, to new project teams, mergers, and managing through organizational change, leaders are continually required to flex their interpersonal conflict management skills.

In addition, more and more of the work we do today involves multiple teams to reach organizational goals. Clear communication and role clarity between teams will help to ease potential conflict, and can provide team members with the opportunity to be innovative, take risks, and increase productivity.

As a leader, you may find the tips below can help you to leverage your emotional intelligence skills in times of conflict.

■ Manage yourself first...

1. Listen to yourself with purpose.

Leverage **Emotional Self-Awareness** skills to recognize your reactions, thoughts, and feelings regarding the conflict at hand. What are your thoughts about the conflict, the way it has been handled thus far and what can be done to get through it? What frustrates you about it? What is good about it? Remember, even though it may feel personal at times, the conflict is often not about you. Pay attention to how you feel and bring the focus back to the issue.

2. Timely expressions of yourself.

As a leader, your emotional expressions are always in the limelight, and while some situations call for instantly expressing yourself, most require a more deliberate and controlled expression. Your genuine expression and authenticity will be appreciated by others, especially when it is timely and constructive. Along with the awareness from Tip #1, utilize your **Emotional Expression** and **Impulse Control** skills to make the conscious decision to express yourself in a constructive manner, thinking through the outcome you expect from your expression before you express it.

■ ...manage others second.

3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively and genuinely—make it “their” time. Even if you

disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defenses. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

4. Conflict ~~resolution~~ management.

Note that the title of this section is conflict management—not conflict resolution. Yes, there will be situations that call for immediate action, and you will need to make use of the authority behind the position you hold at your organization. For others, try simply managing the conflict as opposed to resolving it. Leaders usually have the tendency to jump right into problem solving mode, especially when problem solving skills are second-nature, or it seems easier to solve it yourself than allow others to do so. Make the conscious decision to use **Impulse Control** skills and apply your **Problem Solving** skills at a different level—manage the conflict as a leader and use it as an opportunity to develop your team. Use your **Interpersonal**, **Stress Tolerance**, and **Optimism** skills to guide and develop your teams to find innovative solutions to the conflict they experience. Provide them with the latitude to generate solutions and then review the best course of action with them. Remember, conflict can be a good thing! Learn to manage its destructive potential and harness its constructive energy.

■ A Leadership Guide to Striking the Optimal Balance

Meet Harriet, Senior Vice-President of Communications at a multi-national Fortune 500 corporation. As she interacts with stakeholders in different time zones, her day begins at the crack of dawn when she checks her work email. After eating a hurried breakfast and dropping her children off at school, the rest of her workday consists of a slew of meetings, intermingled with bursts of brainstorming and team debriefs. In the rare occasion that a spare moment presents itself, editing and sign-offs are slotted in throughout the day. Her biggest problem is time pressure, as she finds it difficult to complete an ever-growing list of competing priorities. Her harried, multi-tasking lifestyle prevents her from being fully present and engaged in her work and personal life. Recently, Harriet has encountered health problems, such as rapid, irregular heartbeat, headaches, and aches and pains throughout her body. Because of these issues, her children are often let down when she can't attend their after-school sporting events.

Harriet's situation is endemic throughout organizations, and costs companies billions annually in lost productivity. In our globalized economy, pressures to accomplish more with fewer resources, and our hurried, frantic lifestyles are causing leaders to sacrifice their health to meet a long list of seemingly endless responsibilities. Aside from the personal toll, families may feel disappointed and neglected as interpersonal contact steadily decreases.

For today's time-pressured leader, the following is a guide to harness EI skills to strike the elusive work-life balance:

✍ Keep work in perspective

Work is an essential component for leaders in organizations. Nevertheless, it should not consistently overtake other responsibilities. Use **Reality Testing** skills to maintain an objective view of your schedule and your various obligations (professional and personal).

✍ Temper unrealistic expectations

Leaders are only capable of taking on so much before physical and emotional resources deplete. Use **Emotional Self-Awareness** to gauge emotional reactions to unfeasible demands, which can serve as a trigger to adopt a more efficient/streamlined schedule.

✍ Set boundaries and leave work at the office

When work continually encroaches on a leader's personal life, quality of life suffers to the detriment of **Happiness**. Use **Assertiveness** to ensure that discontent with work volume is vocalized as much as is appropriate, and implement **Flexibility** to secure breaks at lunch and in the evenings/weekends.

✍ Change your mindset

Leaders frequently feel compelled to shoulder a great deal of responsibility to achieve the strategic vision of the organization. Use **Problem Solving** to alleviate strain, and leverage **Optimism** to alter perspective (adopt the mindset "this too shall pass").

✍ Meditate and exercise

When pressure mounts, leaders often focus their priority on achievement and neglect their well-being. Meditation and exercise boost **Stress Tolerance** and **Optimism**, both of which help you to refocus attention and manage competing priorities.

✍ Delegate

Harness the power of delegation; assign tasks to your team to alleviate the burden of competing deadlines. Leverage **Interpersonal Relationships** to identify those who can shoulder some responsibilities, or those who need exposure or development in a particular task, and use **Flexibility** to ensure fair distribution of work.

✍ Prioritize responsibilities

Leaders must ensure that duties are prioritized according to importance, and tackle obligations in order of impact on organizational goals. Use **Reality Testing** to address the most significant issues, and implement **Problem Solving** to create a plan to address tasks.

✍ Ensure proper rest and community engagement

Use **Flexibility** to ensure you receive proper sleep to help reframe challenging situations, and leverage **Interpersonal Relationships** and **Social Responsibility** to participate in community engagements that buffer the effects of competing priorities.

✍ Indulge in your passions

Leaders devoid of hobbies or extra-curricular activities are not well-rounded, which can prevent a holistic or alternative view of the organization. Use **Independence** and **Self-Actualization** to identify interests and ensure that you engage in these pursuits.

Leading a Multigenerational Workforce

Take a quick survey of all the people you work with on a daily basis. Chances are you interact with people representing every generation: Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps have always been present in the workplace, never have we encountered such differences in values, communication styles, and expectations of leadership mixing together on the company stage. By leveraging your EI skills, you can capitalize on the dynamic work environment created from this mix of generations, while minimizing the tension that can arise when different expectations are present.

Leverage **Empathy** and **Flexibility** in order to manage the generation gap. Here are some suggestions:

Empathy

- View your leadership style from the perspective of each generation, then from the perspective of each individual.
- Ask questions to uncover what your team members value and what motivates them.
- Value each person as unique and having individual needs, regardless of the generation they belong to.

Flexibility

- Be tolerant of different tactics/approaches for communication. Show that you are open to using different methods for communication.
- Accommodate different learning styles amongst your team members, and offer them alternatives (i.e., mentoring, e-learning, hands-on training).
- Keep an open mind to alternative or innovative approaches to work. Your way may not be the only way.

The table below outlines some common trends for each generation. These characteristics may help you uncover the root of different expectations and preferences amongst your team members. Use your **Interpersonal Relationships** skills to form solid bonds with those you lead and get to know them personally; generational stereotypes should never replace healthy conversations between a leader and his or her team.

This generation...	prefers communication that is....	values things like...	approaches work by...
Baby Boomers • born between 1946-1964	- structured and systematic, like performance reviews - face to face	- expertise and experience - institutional and political knowledge - social contributions and loyalty	- separating professional and personal life - building strong relationships and networks
Generation X • born between 1965-1981	- face to face, or email - clear, direct, and transparent as they tend to be slightly skeptical	- efficiency - work/life balance - security	- working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	- instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging	- fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity	- working with others, team work, socializing - doing what's meaningful and has purpose