



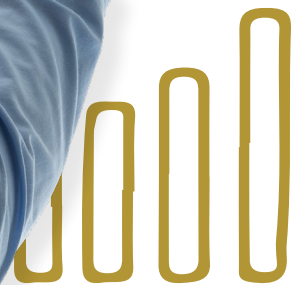
EQ-i^{2.0®}
assess. predict. perform.

What is Emotional Intelligence(EI)?

How can it help my clients...teams...

and organizations?

is EI
measured?



LANGUAGES AND NORMS FOR EQ-i 2.0 AND EQ 360 ASSESSMENTS AND REPORTS



ASSESSMENT TRANSLATIONS

EQ-i 2.0	English (US/Canada)	English (UK)	French	Spanish (Spain)	German	Swedish	Serbian				
	Danish	Dutch	Norwegian	Portuguese (Brazil)	Chinese (Simplified)	Arabic					
EQ 360	English (US/Canada)	English (UK)	French	Swedish	Danish	Portuguese (Brazil)					

REPORT TRANSLATIONS

EQ-i 2.0	Workplace	English (US/Canada)	English (UK)	French	Spanish (Spain)	German	Swedish	Danish	Dutch	Portuguese (Brazil)	Chinese (Simplified)
	Leadership	English (US/Canada)	English (UK)	French	Spanish (Spain)	Chinese (Simplified)					
	HigherEd	English (US/Canada)	Spanish (Spain)								
EQ 360	Workplace	English (US/Canada)	English (UK)	Portuguese (Brazil)							
	Leadership	English (US/Canada)									

NORMS

EQ-i 2.0	US/ Canada	UK/ Ireland	Sweden	Australia	South Africa	Global	Denmark	Dutch			
EQ 360	US/ Canada	UK/ Ireland	Sweden	Australia	South Africa						

WHAT IS EMOTIONAL INTELLIGENCE?

Emotional Intelligence (EI) is a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.

WHY IS EI IMPORTANT?

Emotional Intelligence is proven to be a key indicator of human performance and development. People higher in EI communicate effectively, form strong relationships, and create powerful coping strategies. EI can be measured – more accessibly and less controversially than IQ – and unlike IQ, it can be substantially strengthened and developed.

THE EQ-i 2.0[®] FEATURES

- A Total EI score with 5 composite scores measuring 5 distinct aspects of emotional and social functioning.
- 15 Subscales that hone in on EI skills critical to workplace success.
- A Well-Being Indicator that measures your client's level of happiness; resulting in additional development opportunities.

An excerpt from "EI Minute with Dr. Steven Stein-How To Lead and Mobilize Your Team." To watch more, go to YouTube[®] and search MHS Talent Assessment.



"If you're a leader and you want to mobilize your team, one of the first things you can do...is listen to them. Empathy is a critical skill to begin with for leaders because by listening to people and understanding where they're coming from, you'll have a better handle on how to motivate those people and what's important to them... That's the first step in your ability to influence people, and influencing people is a critical skill for leaders." DR. STEVEN STEIN, CEO MHS

THE EQ-i 2.0[®] 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 one's own thoughts and actions and those of others.

STRESS MANAGEMENT

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

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

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

SELF-EXPRESSION

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

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

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



DECISION MAKING

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

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

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

INTERPERSONAL

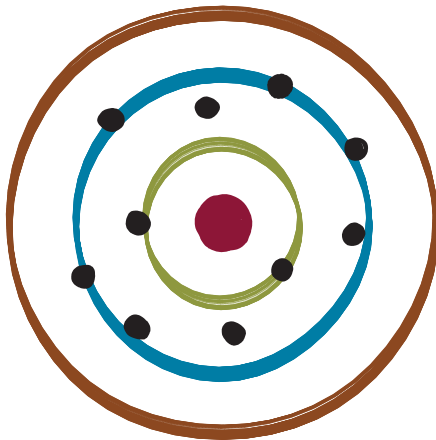
Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

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

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

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Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.

RELIABILITY & VALIDITY



Not Reliable
Not Valid

Imagine you are attempting to shoot an arrow at a target. Your first set of shots are neither consistent (reliable) nor accurate (valid). Your second set of shots are tightly grouped, meaning you can consistently place them together, but not where you want them (i.e., on the bullseye). Your third set of shots are both consistent and accurate (i.e., reliable and valid).

Reliability and validity are important concepts to evaluate when selecting a psychological assessment for use in your business. What follows is a simple and easy to understand summary of the reliability and validity evidence of the EQ-i 2.0®.

WHAT IS RELIABILITY?

The reliability of an assessment is often referred to as its consistency. That is, how consistent it is at measuring what it aims to measure. The two most important types of reliability for assessments are:

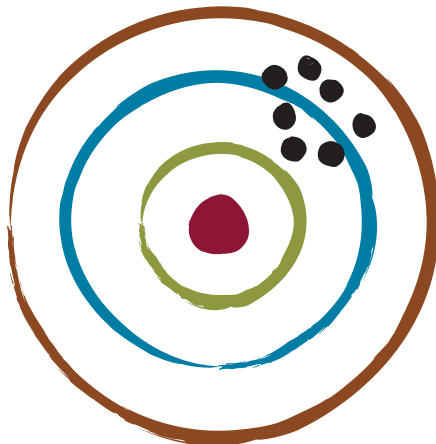
INTERNAL CONSISTENCY

Refers to how well all the items of a certain scale measure the same idea

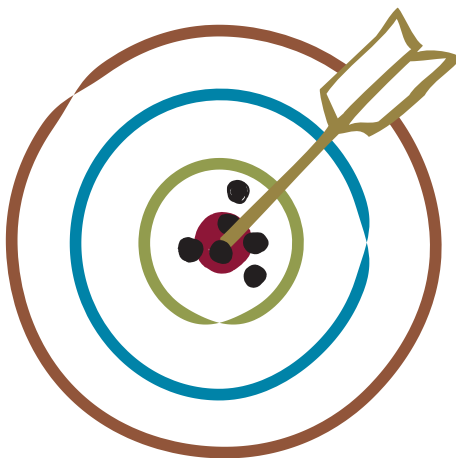
TEST-RETEST

Refers to how well the assessment can produce the same results over time for the same person

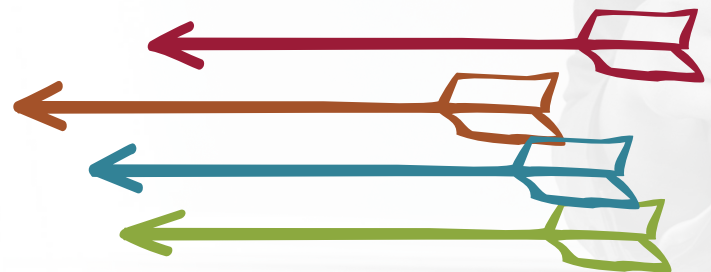
Overall, the EQ-i 2.0 exhibits strong reliability, both in terms of internal consistency and test-retest. This means that your clients' scores will remain stable over time (unless development efforts are used to improve their scores) and that items measuring a certain subscale all tap into aspects of that subscale (e.g., all Empathy items are measuring the idea of Empathy).



Reliable
Not Valid



Both Reliable
and Valid



THE FINE DETAILS...

Internal consistency of Total EI	Internal consistency of Composite Scales	Internal consistency of Subscales	Test-Retest (2-4 weeks)	Test-Retest (8 weeks)
.97	.88 - .93	.77 and up	.92	.81

*Any Cronbach's alpha scores above .70 are considered satisfactory; any scores above .80 are considered good, and anything above .90 is excellent.

WHAT IS VALIDITY?

Validity ensures the accuracy and usefulness of an assessment. Although there are many different types of validity, they all focus on ensuring the assessment is measuring what it was designed to measure and whether it can predict important outcomes. However, it is important to understand that there is no single number to represent the validity of a test, it is assessed through the combination of several different types of validity evidence.

The EQ-i 2.0 was developed through an extensive process that ensured its content:

- Reflects the model and scope of EI
- Truly measures the concept of EI
- Has a structure that is dependable and applicable to a wide variety of contexts (e.g., development, coaching, leadership, etc.)

WHAT VALIDITY EVIDENCE IS THERE?

The EQ-i 2.0 was originally developed in North America but has been used in all regions of the world. The structure of the test, the consistency and accuracy of the items, and the results produced have been replicated across the globe and continues to enable a wide variety of cultures and languages to use the tool effectively to measure emotional intelligence.

Overall, the EQ-i 2.0 has extensive evidence supporting its external validity:

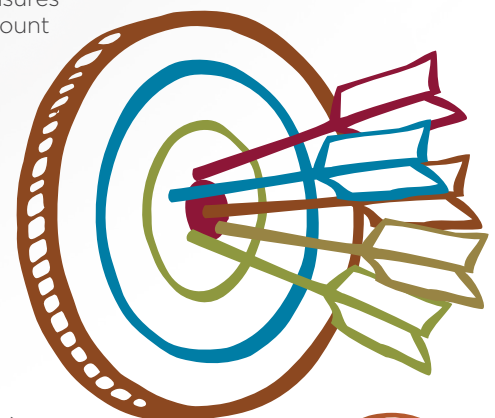
- It has been used to predict job performance
- EQ-i 2.0 skills can be used to predict and improve leadership competencies
- The underlying structure of the EQ-i 2.0 model holds up in different regions across the world
- The EQ-i 2.0 is based on a history of assessment research spanning decades
- The EQ-i 2.0 correlates with similar emotional and social measures (i.e., convergent validity) and has been shown to be unrelated to dissimilar constructs, like intelligence (i.e., discriminant validity)

The EQ-i 2.0 is now included in the Nineteenth Buros Mental Measurements Yearbook (MMY), published in 2014 and widely considered an important marker of proper test development. The inclusion of the EQ-i 2.0 in the Buros MMY and its positive review is an important milestone for the assessment and acknowledges the scientific rigor and effort that MHS has put into its development.

WHY DOES THIS MATTER FOR YOU?

While reliability and validity matter greatly from a scientific and statistical perspective, understanding how this translates into practical terms is crucial in order to effectively integrate the EQ-i 2.0 into your business. Knowing that the EQ-i 2.0 can reliably measure EI ensures that you can always count

on the consistency of the tool. Further, knowing that the EQ-i 2.0 accurately measures EI, your development efforts will have meaningful impact on increasing EI and related outcomes (e.g., job performance, leadership competencies, intrapersonal skills, etc).



For almost 20 years, consultants and organizations have trusted the science that underpins the EQ-i 2.0 (and its predecessor the EQ-i) to help improve human performance. Being the first scientifically validated measure of emotional intelligence (EI), coupled with research from premier organizations, means you can count on the EQ-i 2.0 to add robustness and accuracy to your talent management initiatives.

Incorporating Emotional Intelligence as part of leadership coaching supports higher performance. When organizations incorporate Emotional Intelligence in leadership coaching, they are 36% more likely to report effective EI performance.

- "Leadership and Emotional Intelligence: The Keys to Driving ROI and Organizational Performance." HCI Research [2013]

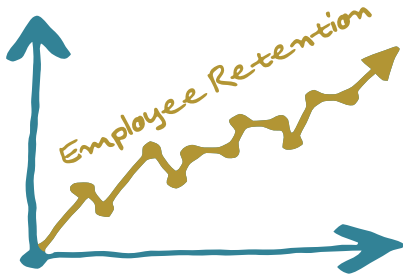
"The EQ-i 2.0 user's guide is impressive in its coverage of conceptual, practical (administration, scoring, interpretation, application to intervention), and technical aspects of the EQ-i 2.0. Equally impressive are the development efforts, pilot and standardization samples, and aspects of the psychometric evidence (e.g., reliability, scale structure, convergent validity, and expected differences between groups)."

- James C. DiPerna, Test review of the Emotional Quotient Inventory 2.0 (EQ-i 2.0). From K.F. Geisner, J.F. Carlson and J.L. Jonson, (eds.), The Nineteenth Mental Measurements Yearbook [2014].



RETURN ON INVESTMENT (ROI)

How does EI impact ROI?



leaders, shaping organizational culture and ultimately impacting an organization's financial performance.

Organizational development practices that utilize Emotional Intelligence result in measurable achievement, success in leadership development, and – ultimately- enhanced financial performance. Strides in leadership development produce a high-performance culture that along with other best practices from diverse disciplines in an organization, positively impact financial performance.

Although only a minority of respondent organizations prioritize investment in leadership development over other training options, those companies that do are experiencing tangible ROI through positive financial results. Organizations that spend a significant portion – 31% or more – of their Training and Development budgets on leadership development are 12% more likely to report increased revenue than those that spend less. This suggests a positive relationship between investment in Leadership Development and financial performance. Of those organizations that are high leadership development spenders, 45% report 5% or higher revenue growth rates over the prior year.

Emotional Intelligence (EI) has become a prolific topic within corporate leadership development. Original research and by the Human Capital Institute (HCI) and MHS Assessments (MHS) uses insights from organizational leaders surveyed in the spring of 2013 to address the usefulness and application of EI as a factor in developing

Looking at the largest gaps between individual contributors and managers, it is clear that many of the leadership skills identified in this study as important require a degree of Emotional Intelligence at their core. The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn correlate with productivity, decreased employee turnover, and increased efficiency. A leader who embodies leadership competencies, is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

The EQ-i 2.0 model uses four common leadership dimensions inherent to most models of leadership: Authenticity, Coaching, Insight, and Innovation (shown below).

About this research: This research study is a collaborative effort between the Human Capital Institute (HCI) and MHS Assessments (MHS). An online survey was conducted from April - May 2013 with 784 respondents representing more than 500 organizations worldwide.

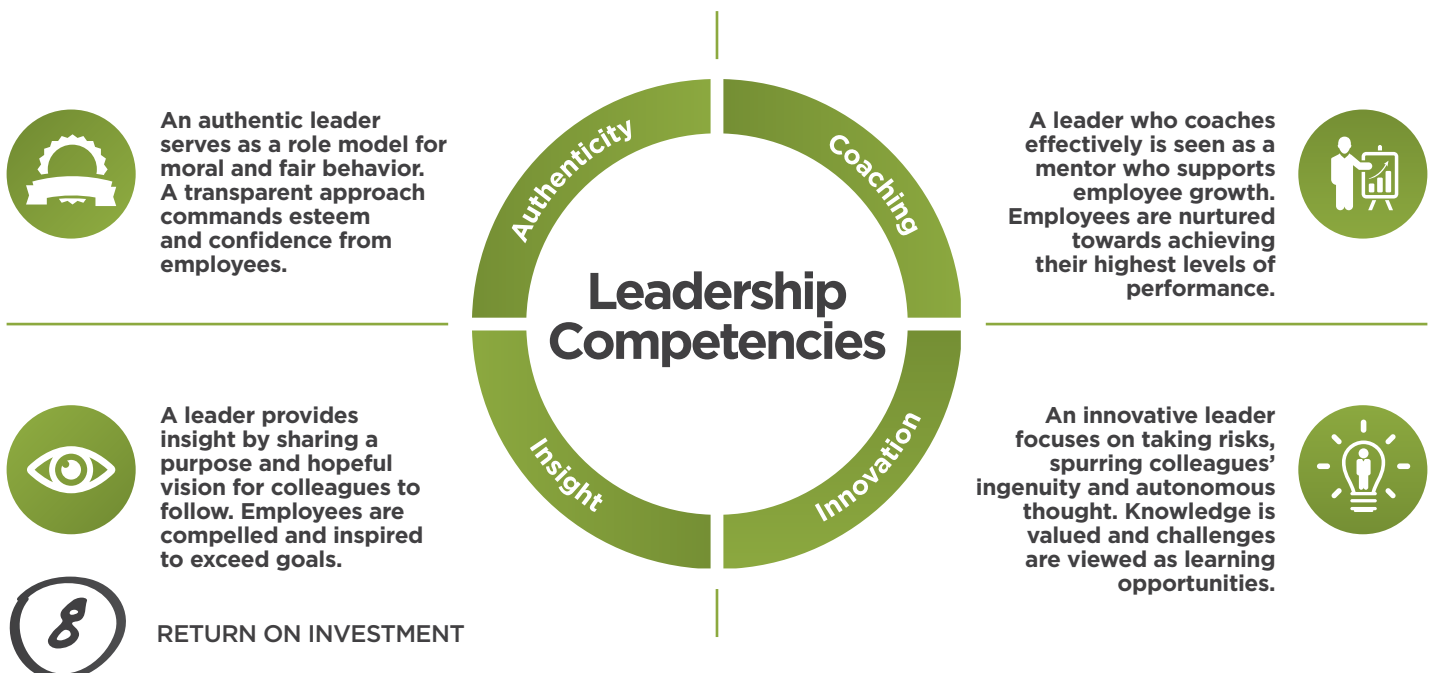
SOME KEY RESEARCH INSIGHTS

Emotional Intelligence assessments are an inexpensive, simple and very effective way to impact leadership development. Sixty percent of those who use Emotional Intelligence assessments say they are effective or very effective. Equally efficient methods of development include executive coaching, job rotations, and global assignments.

Time and support are critical to implementing leadership development initiatives and yet, are lacking in organizations. Executives fail to support leadership development initiatives, and limited time also keeps it from becoming an organizational priority.

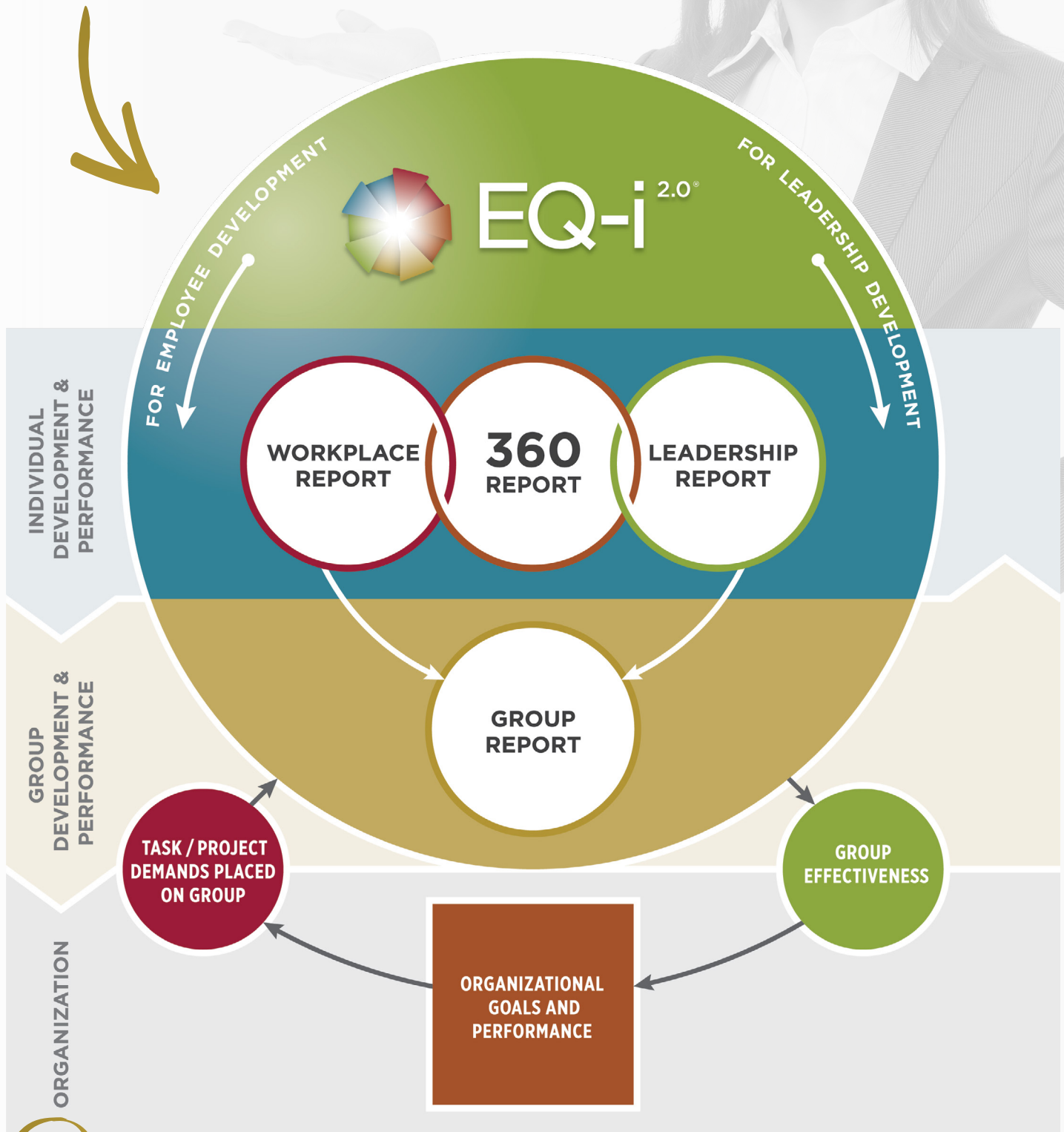
Incorporating Emotional Intelligence as part of leadership coaching supports higher performance. When organizations incorporate Emotional Intelligence in leadership coaching, they are 36% more likely to report effective EI performance. **Want to see the full report? Request one at info.mhs.com/glstudy.**

MHS' EQ-i 2.0 LEADERSHIP MODEL



EQ-i 2.0® REPORT SUITE

All organizations are made up of multiple levels and we designed the EQ-i 2.0 Report Suite to target solutions at every level. This multi-level approach to developing emotional intelligence shows that developing EI at the individual level can impact team performance, which in turn influences the organization. Based on the needs of your clients and their workplaces, this figure may be used to choose the reports that will best help develop targeted EI solutions.



Now available



Emotionally Effective
Leader Workshop

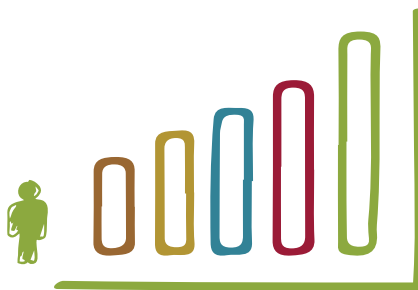
See page 14



EQ-i 2.0®

LEADERSHIP REPORT

How is leadership
affected by EQ?



EI in Action: Leadership

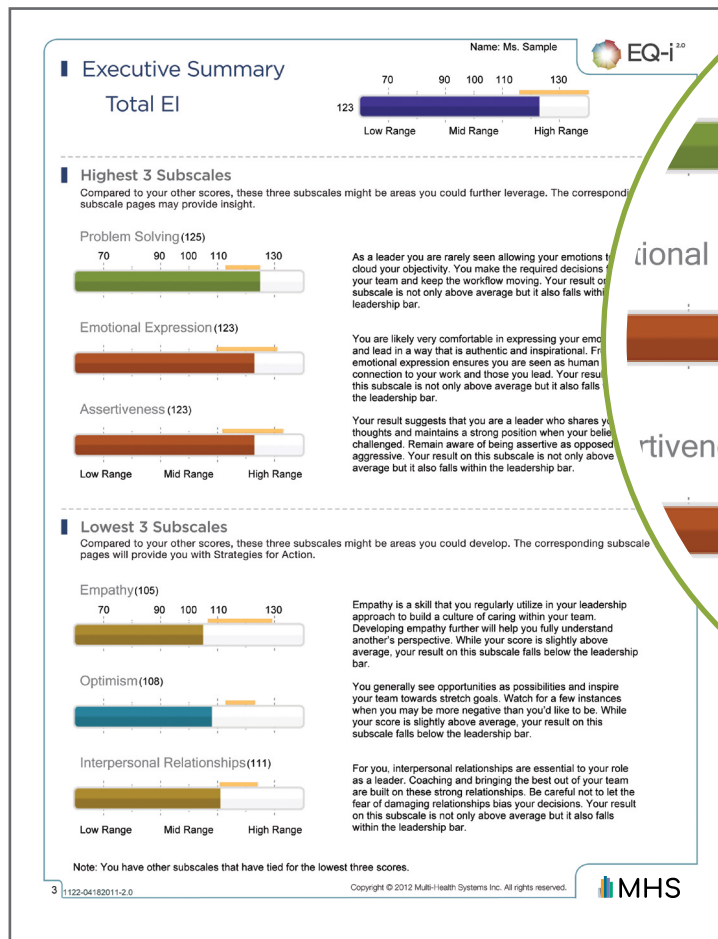
Brian is a successful

41-year-old executive newly hired to a consulting firm that works exclusively with the United States Department of Defence. Most of Brian's direct reports are about 10 to 15 years his senior with advanced degrees. Brian's insecurities about his age, lack of a post graduate degree and inexperience with advanced research projects have been a cause of great stress since he's started his new job. He's been waiting for his colleagues to call his bluff about how far in over his head he is and this internal query has been playing on a continuous loop within Brian's head hindering his ability to perform at his best. Seeing the EQ-i 2.0 as an opportunity to sharpen his self-awareness and relationship building skills, Brian eagerly engaged in the EI process.

see page 14

KEY FEATURES

In addition to features found in the Workplace Report (p. 15), the Leadership Report also includes the following:



EXECUTIVE SUMMARY PAGE

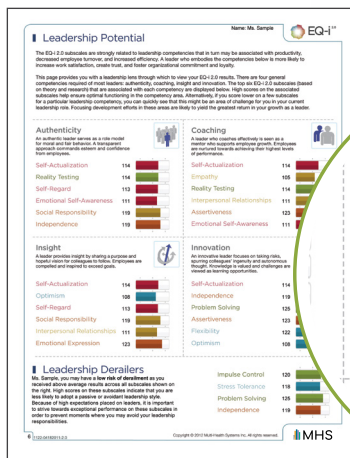
View your client's 3 highest and 3 lowest scoring EI subscales:

- Identify areas in which your client excels and helps fuel organizational and personal performance.
- Flag skills in need of development in order to prioritize strategies for growth.

WHEN TO USE THE EQ-i 2.0 LEADERSHIP REPORT?

Every company has experienced instances where a leader within the organization shows strengths in core competencies necessary for the role, but may be exhibiting EI blind spots of which peers are taking notice. Or, a company finds an employee that exhibits great work ethic and is an emerging star amongst his/her peers, while showing comparable traits to leaders within the organization. In both scenarios, the Leadership Report can be used when honing in on leadership development, executive

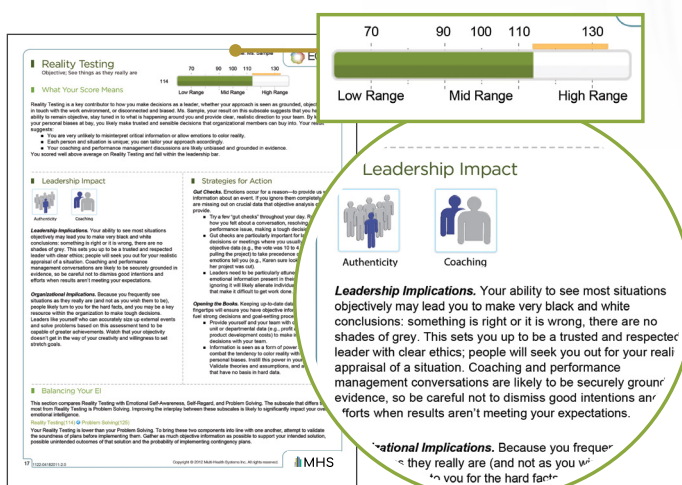
development and coaching, and developing high potential leaders. The Leadership Report examines results through four key dimensions: **Authenticity, Coaching, Insight, and Innovation**. The report also contains insights on the possible implications of results, and which skills have the highest potential of becoming leadership derailleurs. Strategies for development will be provided with the aim to attain true leadership potential, while being able to compare results against top leaders as a benchmark.



LEADERSHIP POTENTIAL PAGE

This section provides you with a leadership lens through which to view your client's EQ-i 2.0 results. A leader who embodies higher EI through the 4 key dimensions of leadership is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

- If the Leadership Potential page is turned on, graphical icons will appear on every subscale page linking the subscale to the four leadership competencies.
- Leadership derailler section examines how low scores for specific EI skills may hinder leadership success.



LEADERSHIP BAR

A gold leadership bar appears on the Overview of Results page, and above all bar graphs on every subscale page. This bar represents the range of scores of the top leaders (those who EQ-i 2.0 scores were in the top 50% of the leader sample).

- Using this bar, your client can compare his or her results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI.
- Focus development efforts in areas where your client scored lower than other leaders, in order to improve leadership capabilities.

SPECIFIC APPLICATIONS FOR THIS REPORT ARE:



LEADERSHIP DEVELOPMENT



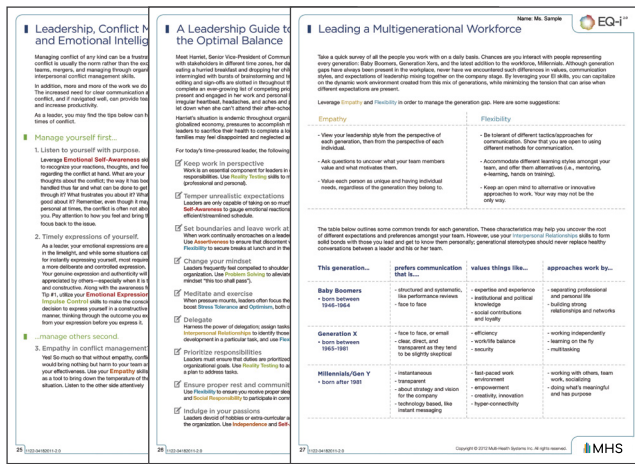
EXECUTIVE DEVELOPMENT AND COACHING



DEVELOPING HIGH POTENTIALS



SENIOR LEVEL SELECTION AND SUCCESSION PLANNING



ADDITIONAL RESOURCES

EMOTIONALLY EFFECTIVE LEADER WORKSHOP

Put your EQ-i 2.0 certification in action with a comprehensive program that equips certified users with a ready-made workshop that includes the tools to facilitate an interactive one-day session for leaders, all in a digital format. Leveraging results from participants EQ Leadership Reports, participants of the session will learn the importance of emotional intelligence in effective leadership and leave them with a better understanding of his or her strengths and areas to develop to enhance their leadership skills, as well as an action plan on how to increase his or her effectiveness.



LEADERSHIP TOPICS

Three current leadership topics are explored using the EQ-i 2.0 model. These optional topics can be selected depending on organizational leadership issues. We've researched evolving topics like conflict resolution and multi-generation workforces to show the connection between EI and the challenges your clients are dealing with every day.

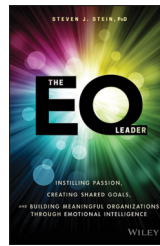
“The Leadership Report delivers exactly what leaders today need to be successful in a changing and complex environment. The ability to create genuine influence, build other leaders, inspire towards a shared vision, and embrace the risk of change are revealed to a leader along with strategies for development.”

ED HENNESSY,
LEADERSHIP CALL, LLC

The Point of Leadership™
Emotional Intelligence
LeadershipCall.com

EMOTIONALLY EFFECTIVE LEADER WORKSHOP CONTENTS

FOR FURTHER INSIGHTS INTO DEVELOPING AND IMPROVING LEADERSHIP SKILLS, SEE THE EQ LEADER BY DR. STEVEN STEIN.



The EQ Leader provides an evidence-based model for exceptional leadership, and a four-pillar roadmap for real-world practice. Data collected from thousands of the world's best leaders—and their subordinates—reveals the keys to success: authenticity, coaching, insight, and innovation. By incorporating these methods into their everyday workflow, these leaders have propelled their teams to heights great enough to highlight the divide between successful and not-so-successful leadership. This book shows you how to put these key factors to work in your own practice, with clear examples and concrete steps for improving skills and competencies.

continued from page 11

Brian's EQ-i 2.0 results

surprised him but due to the insights gained from the EQ-i 2.0 assessment, he was able to use his EI strength (Interpersonal Relationships and Decision Making) to create a development plan along with his coach, that helped him reframe and better engage the EI elements with which he most often struggled with- Happiness and Self-Actualization. He decided to reach out and create a close professional relationship with a senior researcher who works for him to serve as a mentor, helping to build the specific content knowledge that Brian may have lacked. The action plan Brian derived used his relative strengths while enhancing his lesser-engaged elements and moved him effectively and quickly from insight to action.

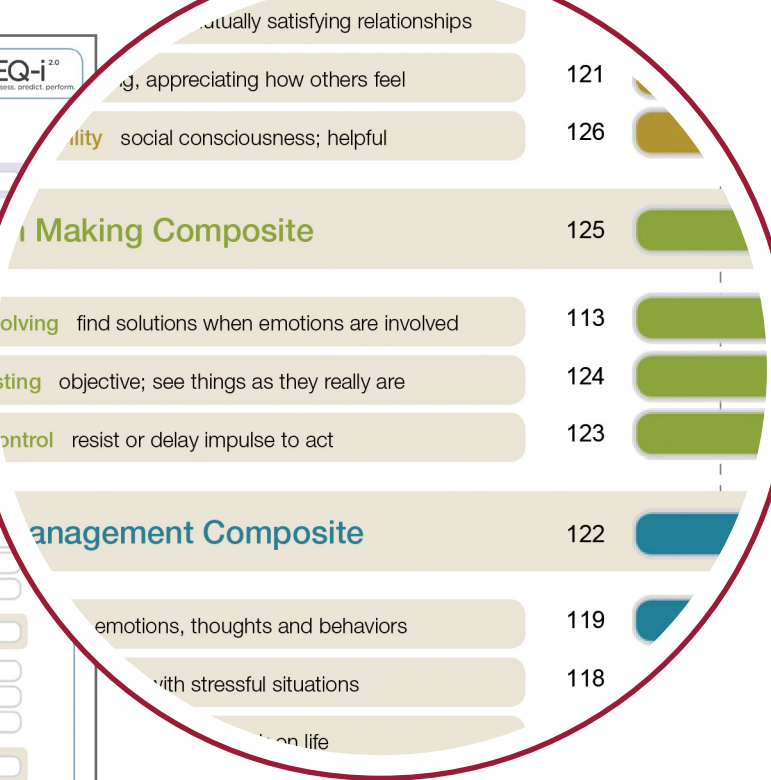
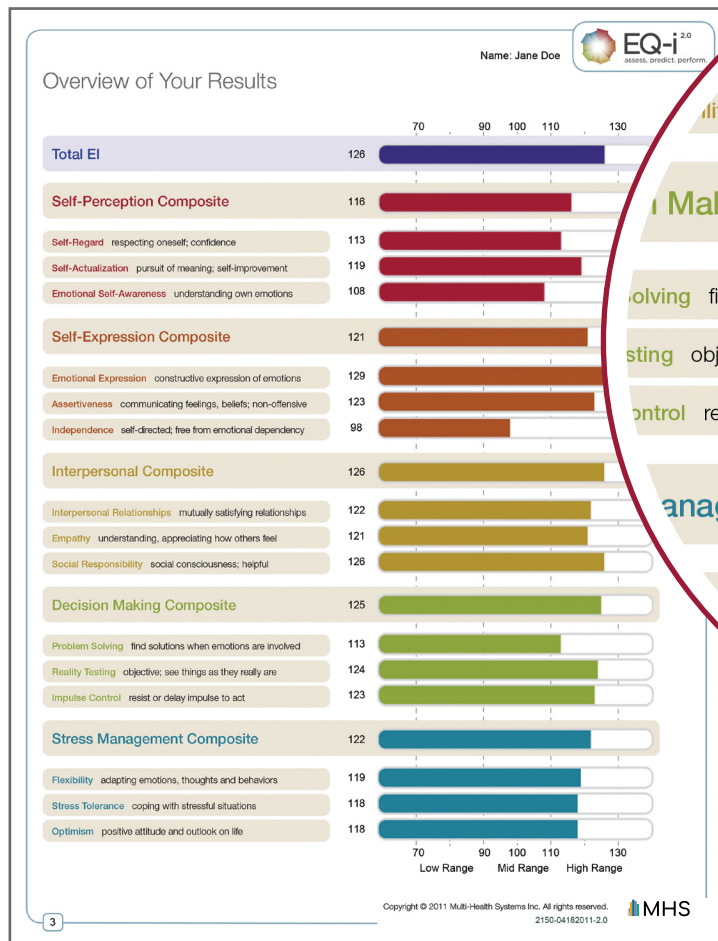


WORKPLACE REPORT

How can EI help
my employees
manage their
careers?



KEY FEATURES



OVERVIEW OF YOUR CLIENT'S RESULTS

Get an overall picture of your client's complete EQ-i 2.0 results along with definitions of each subscale:

- Quickly identify patterns in your client's profile.
- Give your client a clear, organized understanding of their strengths and weaknesses in a constructive way.
- Effectively measure where your client is and wants to be by comparing results against sample groups of general population (based on geographic location, gender, and age) or professional respondents (based on education, occupation, gender and age).

WHEN TO USE THE EQ-i 2.0 WORKPLACE REPORT?

An employee's skills and qualifications are important for success within their role. An employee's emotional intelligence can be just as important, if not more so, for fulfillment within, or potentially beyond, their current role. The EQ-i 2.0 Workplace Report is designed to be used in

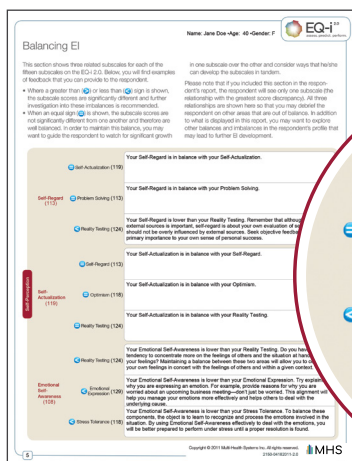
instances of coaching and development situations in work settings for an individual at a non-management level. It helps coaches focus on the impact of emotional intelligence at work and offers suggestions for working more effectively in one's role, with colleagues, supervisors and clients.



INDIVIDUAL SUBSCALE PAGES

Gain deeper insight into how each subscale impacts your client's work performance (i.e. conflict resolution, change management, teamwork, decision making and more) – with suggested strategies customized based on your client's individual results:

- This section is the foundation for making relevant links between your client's behavior at work and emotional skill set.
- Get specific and actionable strategies to drive your client's success in each subscale.
- Give your client helpful information on each EI skill in language that enables your client to utilize strengths.



BALANCING EI

Take interpretation further by making important links between key scales with the Balancing EI section:

- Make instant connections between related subscales and help your client leverage EI strengths and improve EI weaknesses.
- Get started on feedback with pre-designed narratives explaining the common traits of imbalanced emotional intelligence skills.
- Save preparation time as much of the interpretation is done for you based on your client's results.

SPECIFIC APPLICATIONS FOR THIS REPORT ARE:



INDIVIDUAL DEVELOPMENT



TEAM DEVELOPMENT



SELECTION/RECRUITMENT



CAREER COUNSELING/
OUTPLACEMENT SERVICES

Action Plan

Name: Jane Doe

EQ-i 2.0

Write down up to three (3) goals that you would like to achieve. Remember to use the SMART* goal writing criteria for each goal.

Write down up to three (3) 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 this action plan should help to strengthen these (3) skills and behaviors.

1. _____

2. _____

3. _____

Write down up to three overall qualities that you would like to have (e.g., integrity, considering other people's needs, open communication). In some cases, the goals you outline in this action plan should help you achieve the overall qualities you identify.

1. _____

2. _____

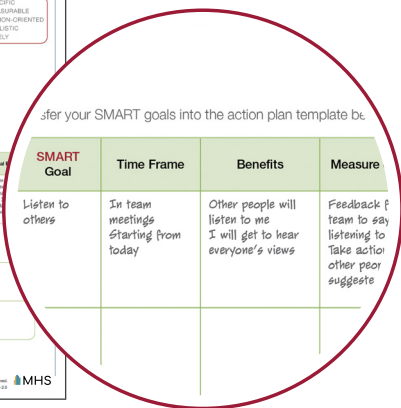
3. _____

Transfer your SMART* goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Obstacles
Listen to others	In team meetings starting from today	Other people will listen to me. I will get to hear everyone's views	Feedback from team to say listening to Take action other peer suggests		

I commit to this action plan: _____

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ACTION PLAN

The steps your client takes toward achieving his or her goals is key to realizing success.

- An Action Plan, using SMART* goals, is provided for you to track your client's progress toward achieving EI development goals.
- Take advantage of a consistent, standardized format that is easy to follow for you and your client.

* SMART: Specific, Measureable, Attainable, Relevant, Timely

TO LEARN MORE ABOUT HOW EMOTIONAL INTELLIGENCE CAN IMPACT THE WORKPLACE, READ THE EQ EDGE BY DR. STEVEN STEIN AND DR. HOWARD E. BOOK.



The EQ Edge: Emotional Intelligence and Your Success

By understanding EQ, you can build more meaningful relationships, boost your confidence and optimism, and respond to challenges with enthusiasm—all of which are essential ingredients of success.

“This tightly written and beautifully organized report presents a compelling behavioral portrait for anyone in the workplace—from C-Suite to entry-level. What do you look, sound and act like on the job? How does your behavior compare to the average person’s? What development actions would best serve you? The EQ-i 2.0 Workplace Report answers these questions.”

HILE RUTLEDGE, PRESIDENT AND
PRINCIPAL CONSULTANT OF OKA



WORKPLACE REPORT

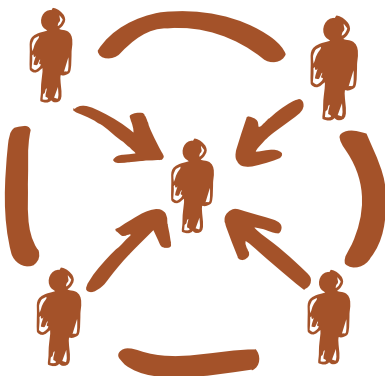


EQ-i^{2.0}

EQ 360[®] REPORT

LEADERSHIP | WORKPLACE

How can EI help our
company manage
a four generation
work force?



EI in Action: EQ 360

A Global Energy Leader

employs thousands of workers, while overseeing the development and wise use of the region's energy and mineral systems. Its multigenerational, highly-diverse Executive Team identified a need to address old and new perspectives, while encouraging "thought leadership". To do this, an Emotional Intelligence Workshop was introduced with two cohorts of experienced Managers, Vice-Presidents, and Directors, with 100 participants in total. Through initial discussion, a few key issues were identified – a lack of trust, and a general apprehension within the Executive team. These two areas lend themselves to subjective interpretation, challenging conversations and sometimes combustible outcomes.

see page 22

KEY FEATURES

LEADERSHIP EQ 360 REPORT WORKPLACE EQ 360 REPORT



LEADERSHIP
EQ 360 REPORT



WORKPLACE
EQ 360 REPORT

PROFILE GAP ANALYSIS

This innovative interpretation tool identifies blind spots, allied strengths, and developmental opportunities.

- Save hours of interpretation and preparation time reviewing raters' responses and graphs.
- The Profile Gap Analysis can easily highlight where raters agreed with the individual's assessment and where they did not, in one snapshot.

EQ 360 Reports provide in-depth analyses by having those who work with your client and know your client personally provide feedback in addition to your client's self-assessment. Allowing for unlimited raters (Managers, Peers, Direct Reports, Friends and Family), these observer ratings are compared with the self-assessment in order to provide your client with a 360 degree view of his or her effectiveness. These reports are designed to provide valuable insight and opportunities for development.

WHEN TO USE THE LEADERSHIP EQ 360 REPORT?

When looking at a potential, new, or existing leader within an organization, it is not only important to gain an understanding of their performance in the workplace; but also for them to gain insights into their performance as a leader by peers, direct reports and supervisors. Similar to the Workplace EQ 360, the Leadership EQ 360 Report allows for an unlimited number of raters to provide feedback and provides insights into opportunities for development. The Leadership 360 report lends itself well to a follow-up with the same group of evaluators to compare results and track progress.

WHEN TO USE THE WORKPLACE EQ 360 REPORT?

When working in an organization, it's important to be cognizant of the impact of one's actions on colleagues. The EQ 360 report offers an in-depth analysis by having those that work with an individual and know them personally provide feedback in addition their self-assessment to provide a 360 degree view of his or her effectiveness and EQ competencies. This report can be used for results specific to a workplace context, enabling career and organizational development. It identifies blind spots, strengths, and developmental opportunities in the workplace. The Workplace 360 report lends itself well to a follow-up with the same group of evaluators to compare results and track progress.



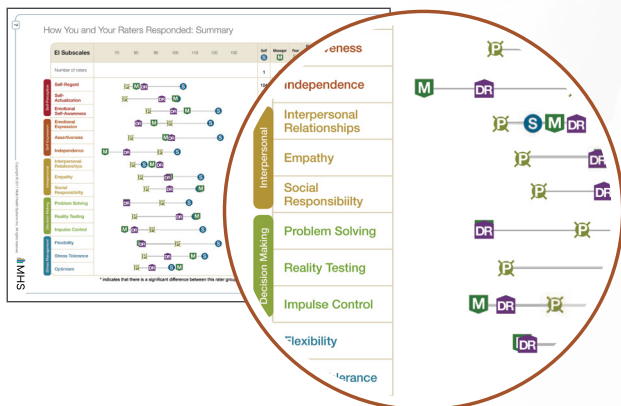
EQ 360 REPORT

WE CONSULTING
SOLUTIONS

EASY ADMINISTRATION AND SUPPORT

The EQ 360 multi-rater report is completely aligned with the EQ-i 2.0 self-assessment providing a seamless user experience.

- Both use the same EQ-i 2.0 model.
- Import EQ-i 2.0 results directly into the EQ 360.
- Add up to five custom open-ended questions relevant to organizational goals, situations, and desired outcomes.



RATER RESPONSE SUMMARY

A one-page summary of all responses – easy to interpret and understand.

- No need to flip pages to find subscale responses. Save time and effort with this one-page summary of results.

EACH SUBSCALE INTERPRETED FROM TWO DIFFERENT PERSPECTIVES

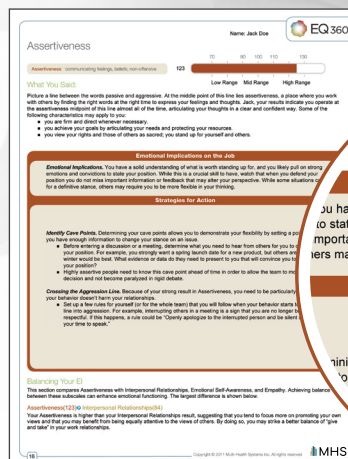
The EQ 360 report is designed to allow your client to view both the self-report and rater group results for all fifteen subscales including the Well-Being Indicator.

SELF PERSPECTIVE

- Strategies for Action – The interpretation and development support section provides relevant strategies for development.
- Balancing Your EI – Understanding the implications of having a balanced EI profile can help your client get to issues and potential solutions faster.

RATER PERSPECTIVE

- Interpretive Results for the Biggest Gaps and Closest Agreements – Understand where the raters agree and disagree within the ratings, and what the implications might be.



...your needs and protecting your resource. ... as sacred; you stand up for yourself and ...

Emotional Implications on the Job

You have a solid understanding of what is worth standing up for, so to state your position. While this is a crucial skill to have, watch the important information or feedback that may alter your perspective. Others may require you to be more flexible in your thinking.

Strategies for Action

...balancing your cave points allows you to demonstrate your flexibility to change your stance on an issue. ...ion or a meeting, determine what you need to hear from your Manager(s). You strongly want a spring launch date for a new ...ence or data do they need to present to ...

Raters Said:

...raters all rated you differently than you rated yourself. ... from your self-assessment.

Biggest Gap

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

How your MANAGER rated you: The gap between how you and your Manager(s) rated you is less independent than you believe could appear to be heavily based on your Manager(s). It may be worth expectations; perhaps what you believe and validation by your Manager(s) and becoming overly dependent on if yourself to be more independent.

Features	Leadership EQ 360 Report	Workplace EQ 360 Report
360 Degree Feedback	✓	✓
Profile Gap Analysis	✓	✓
Rater Response Summary	✓	✓
Leadership Bar*	✓	
Leadership Potential Information*	✓	
Executive Summary*	✓	

* See pages 10 & 11 for feature description



CONTENTS

EQ 360 Workplace Report

EQ 360 Leadership Report

continued from page 19

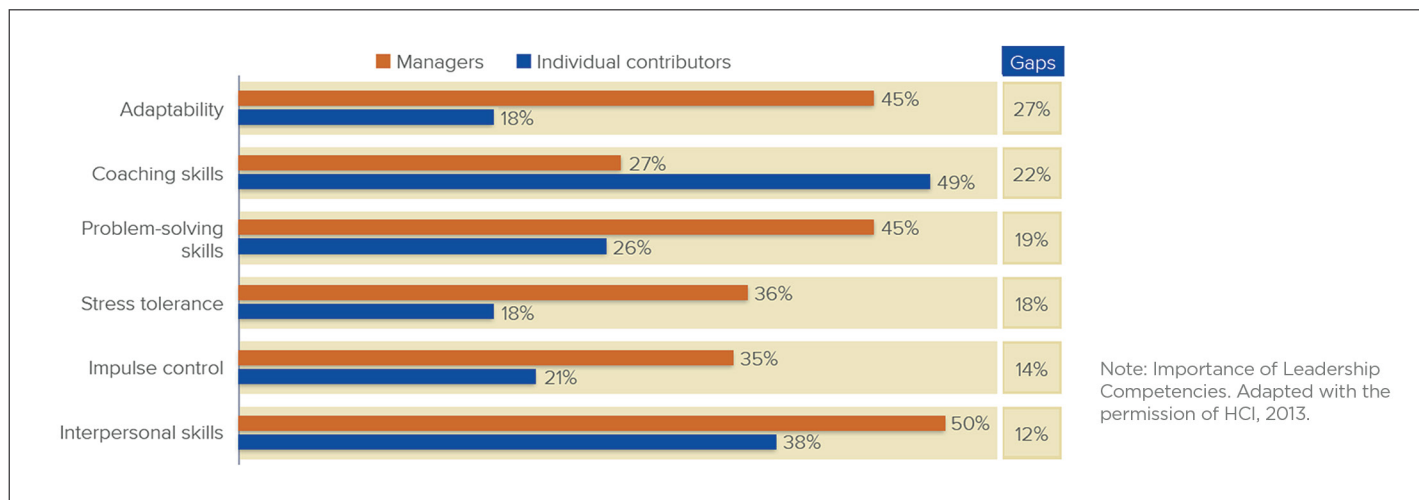
The tool used to provide

further insight was the *EQ 360 Leadership Report*, where based on the results, two critical areas required attention – Emotional Awareness and Self-Expression. By being able to leverage normative data from a scientifically validated tool that pulled from peer, subordinate, and supervisor input, the company was able to introduce a formal leadership program that led to developmental opportunities in the areas of stress management and resiliency, among other key areas.

MANAGERS AND INDIVIDUAL CONTRIBUTORS DON'T ALWAYS SEE EYE-TO-EYE WHEN IT COMES TO EI

According to an HCI Research study conducted in partnership with MHS Inc., a key research insight found that individual contributors and managers disagree about what leadership behaviors are most important in today's environment. While managers feel coaching skills are not very important, nearly twice as many individual contributors surveyed disagree.

Adaptability, problem solving, and stress tolerance are also behaviors with the largest gaps in perceived importance between individual contributors and managers. To download the full research study, go to info.mhs.com/glstudy (*Leadership and Emotional Intelligence: The Keys to Driving ROI and Organization Performance*, 2013).





EQ-i 2.0®

GROUP REPORT

How can EI help
teams to work
more cohesively?



EI in Action: Leadership

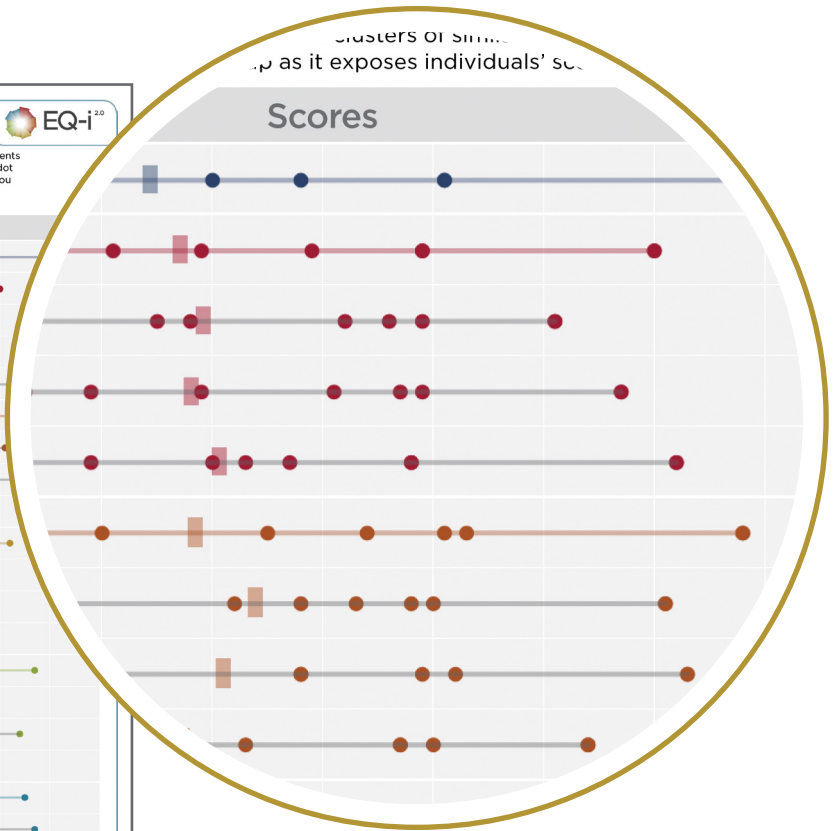
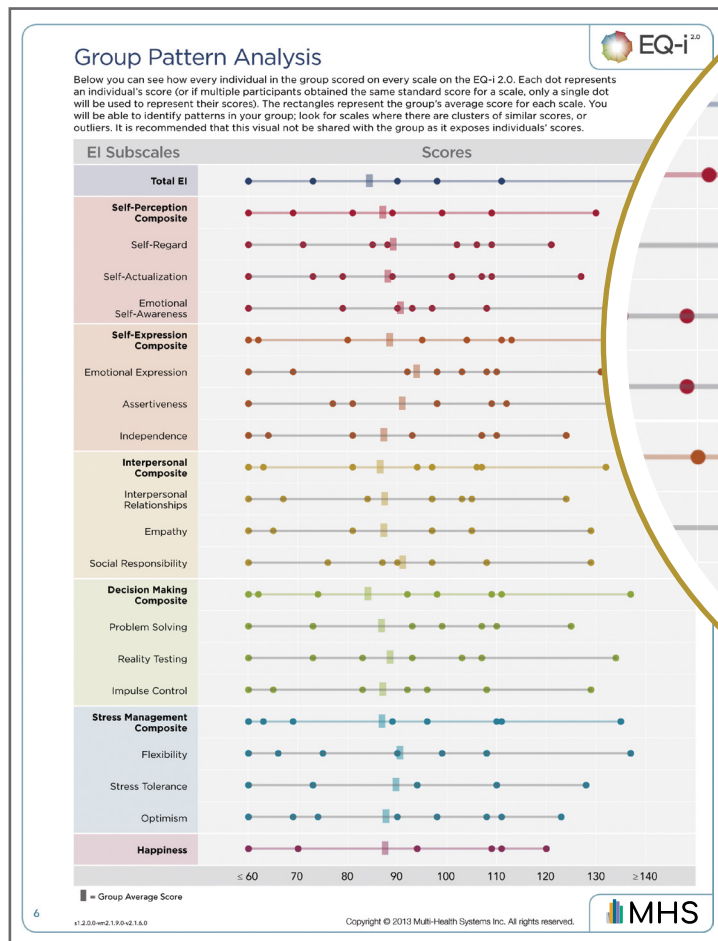
Oklahoma Gas & Electric (OGE)

implemented the EQ-i 2.0 by dividing the company into five groups: Executives, Directors, Managers, Supervisors, and Employees. The findings were very beneficial in understanding company dynamics and shed light on certain areas of improvement. The overall emotional intelligence scores, although not a cause for concern, showed some interesting things to the OGE group. All average self-report scores for each group fell within the Average or High range with Executives rating themselves higher than Employees in EI. The top results of the group on both self-report and rater-feedback scores were Problem Solving, Impulse Control and Self- Actualization. These scores are beneficial in an organizational setting because those who possess a high Problem Solving score tend to tackle problems head-on without getting distracted by their emotions and it's a crucial skill towards certain leadership traits and is correlated

OG/E® with transformational leadership behaviors.

see page 26

KEY FEATURES



GROUP PATTERN ANALYSIS PAGE

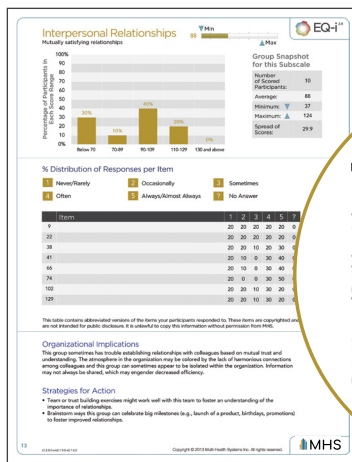
View the relationship between individual scores and group averages in a visually appealing and easy to interpret graph.

- This page provides a visual representation of the spread of scores, which describes how close or far apart each individual group member's score is to the group's average score.
- Easily identify EI patterns in the group, helping you determine which common skills need further development.

WHEN TO USE THE EQ-i 2.0 GROUP REPORT?

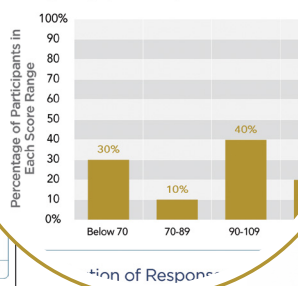
Regardless of whether a group works harmoniously with great collaboration and cohesion, or finds itself with conflicting opinions and strategies that can affect the balance of a group, this report can be used when looking for deeper insights into a group's strengths as well as areas where the

group can be more effective. Implications at an organizational level can be examined and strategies for action can further develop the group's potential. The EQ-i 2.0 Group Report combines the scores of individuals that take the assessment in a manner that enables interpretation at a group or team level.



Interpersonal Relationship

Mutually satisfying relationships



OVERVIEW OF EACH SUBSCALE

Information about each subscale is compiled onto a single page enabling you to see detailed information regarding the group's subscale score and response tendencies, along with implications and developmental strategies associated with the group's subscale score.

- Implications and strategies are specifically focused on the effects that group EI scores have on either a group's immediate work environment or on the organization as a whole.
- Includes a download graphs feature: download bar graphs as an image file for inclusion in your group feedback coaching materials.
- Each EI skills page shows the distribution of scores for the group, allowing you to see trends not as noticeable when using averages alone.

Easily download and drop graphs from the report into PowerPoint presentations

Item	1	2	3	4	5	?
10 Feels good about self	20	30	0	10	40	0
19 Feels sure of self	20	10	10	20	40	0
31 Doesn't feel good about self	70	0	0	10	20	0
64 Lacks self-confidence	50	0	10	20	20	0
89 Finds it hard to accept the way he/she is	50	0	10	20	20	0
128 Thinks highly of himself/herself	20	20	10	30	20	0
130 Respects self	20	20	10	30	20	0
132 Happy with self	20	20	10	30	20	0

% DISTRIBUTION OF RESPONSES PER ITEM

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | 6 No Answer |

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

SPECIFIC APPLICATIONS FOR THIS REPORT ARE:



PROVIDING GROUP OR TEAM FEEDBACK ON EQ-i 2.0 RESULTS



TEAM BUILDING



IMPROVING GROUP DYNAMICS

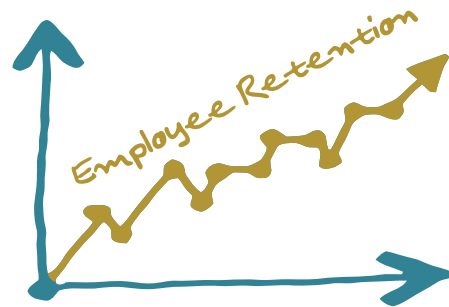


PROVIDING AN ORGANIZATIONAL SUMMARY OR REPORT OF AN EQ-i 2.0 PROGRAM

How does IQ
compare to EQ?



How does EI
impact ROI?



How is
measured?

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