



**EQ-i**<sup>2.0</sup>  
assess. predict. perform.

# WORKPLACE

REPORT

**Serena Sample**

November 22, 2011



# EQ-i 2.0 Model of Emotional Intelligence

## SELF-PERCEPTION

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

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

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

## STRESS MANAGEMENT

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

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

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



## SELF-EXPRESSION

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

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

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

## DECISION MAKING

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

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

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

## INTERPERSONAL

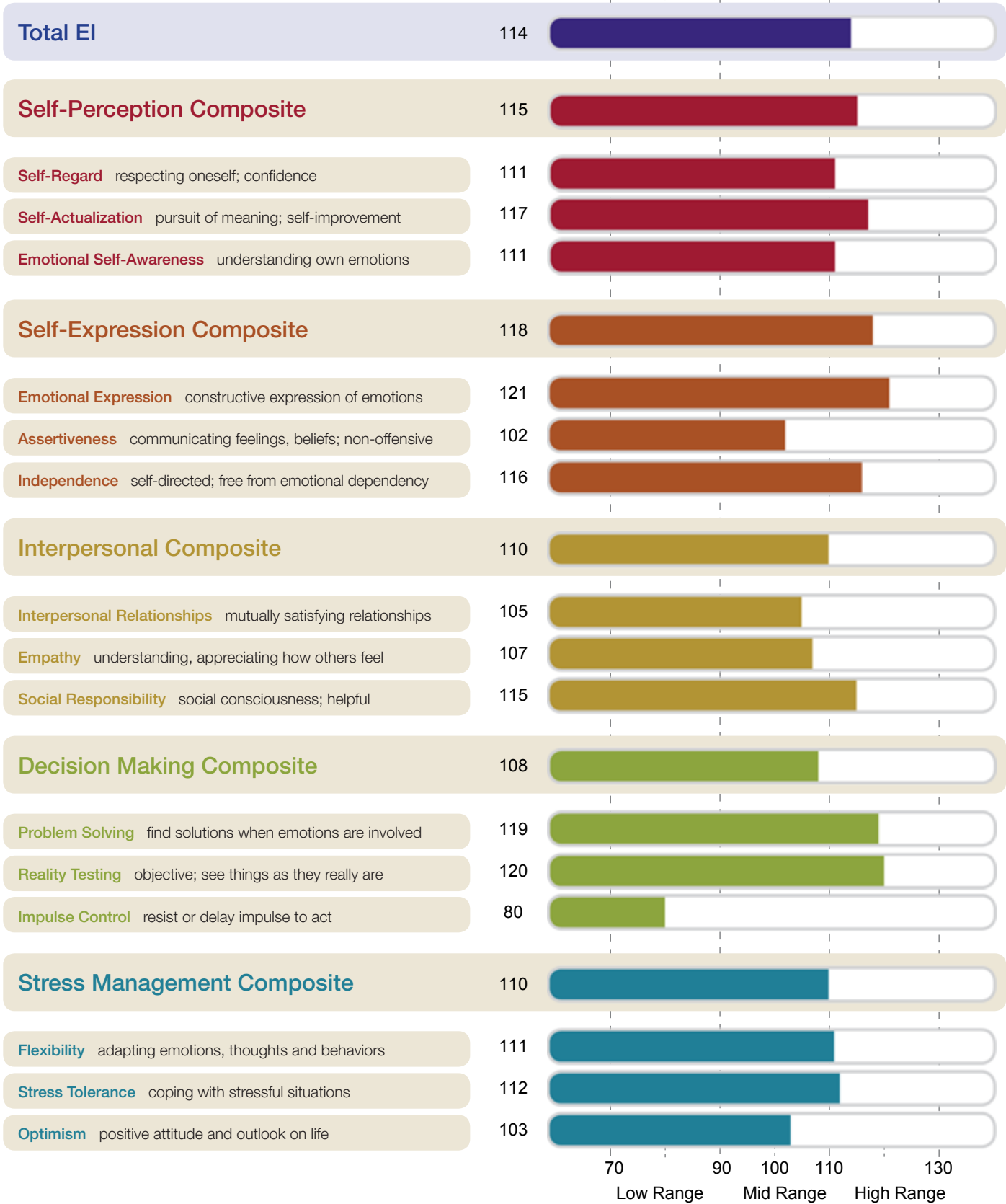
**Interpersonal Relationships** refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

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

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

# Overview of Your Results

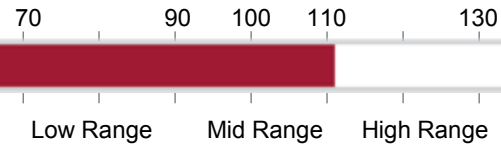
70 90 100 110 130



# Self-Regard

**Self-Regard** respecting oneself; confidence

111



## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Are there examples of where others didn't agree with your listed strengths?

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

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

## Balancing Your EI

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

### Self-Regard(111)

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

# Self-Actualization

**Self-Actualization** pursuit of meaning; self-improvement

117

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## 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 Optimism. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

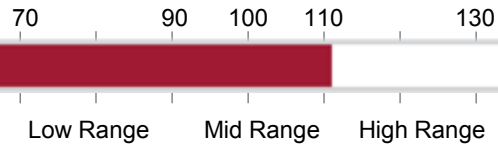
Self-Actualization(117) [Optimism\(103\)](#)

Your Self-Actualization result is higher than your Optimism result. These components can be better balanced by taking the time to recognize and celebrate successes. This approach is a good way to stay focused on positive results and become more optimistic toward future endeavors.

# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions

111



## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Emotional Self-Awareness(111)** ↔ **Emotional Expression(121)**

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

# Emotional Expression

**Emotional Expression** constructive expression of emotions

121

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

- you are comfortable expressing most, if not all emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- others do not have to assume what you are feeling, as what you say and do is evidence of your emotions.

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Emotional Expression(121)** ➔ **Assertiveness(102)**

Your Emotional Expression is higher than your Assertiveness. Are you more comfortable expressing thoughts and feelings than you are expressing directives? Balancing Emotional Expression and Assertiveness requires not just expressing your thoughts, but also appropriately letting people know what action you expect to see.



# Assertiveness

**Assertiveness** communicating feelings, beliefs; non-offensive

102

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Picture a line between the words *passive* and *aggressive*. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Serena, your results indicate that you are operating at the middle of this line, being able to clearly articulate your emotions and needs while respecting the relationships you have with others. Some of the following characteristics may apply to you:

- you are firm and direct when necessary.
- you are positioned to achieve your goals by articulating your needs.
- you bear in mind others' feelings and consider them when voicing your opinion or thoughts.
- you either back down or become slightly aggressive in times of mounting pressure.

### Impact at Work

**Emotional Implications.** For the most part, you are able to stand your ground and ensure your voice is heard. The implication of doing this as well as most is that there will be times when you back down from your normally confident position. Something is being triggered at an emotional level that causes you to “cave in”; using your self-awareness to identify why this is the case will be beneficial.

**Social and Behavioral Implications.** Your level of assertiveness suggests that you have the knack for finding the right words at the right time to get your point across without dominating or manipulating your work environment. This includes communicating feelings, beliefs, and thoughts openly, allowing your team to see where you stand on a decision. Although there are still some instances where you could be more assertive (e.g., under pressure or scrutiny), you likely have many great ideas that for the most part are shared and contribute to the direction of your organization.

### Strategies for Action

**Identifying Cave Points.** What is it about certain situations that cause you to be less assertive than you wish to be? Lack of subject matter expertise? The presence of a more senior person? Unsure of your convictions?

- Identify the reasons for why you cave when you do.
- Use this information to proactively eliminate your cave points. For example, the next time you have a meeting on an unfamiliar topic, gather research ahead of time so that you can confidently voice your thoughts on the subject.

**Assertive Body Language.** To continue to ensure your assertive behavior is socially acceptable, be extra conscious of your body language, tone of voice, and emotional language when delivering your message (particularly if you are low in Emotional Expression and Emotional Self-Awareness); they may skew the message you are trying to put forth, even if you intend to be assertive with the content you are discussing.

## 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(102)

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



# Independence

**Independence** self-directed; free from emotional dependency

116

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## 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.

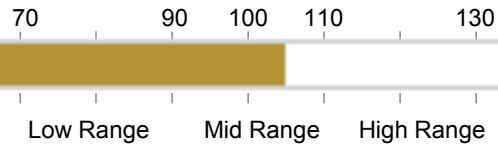
Independence(116) [Interpersonal Relationships\(105\)](#)

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.

# Interpersonal Relationships

**Interpersonal Relationships** mutually satisfying relationships

105



## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Interpersonal Relationships(105)** ↔ **Problem Solving(119)**

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.

# Empathy

**Empathy** understanding, appreciating how others feel

107

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Serena, your result indicates that you are generally an empathic person who is able to grasp what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable and open team member with whom coworkers feel safe sharing thoughts and ideas. With a result such as yours you may find:

- you are “tuned in” to how others are feeling.
- you care about the thoughts and feelings of others as much as you do your own.
- under times of stress or moments of defensiveness, you are likely to adopt a less empathic approach, possibly arguing your position without considering the needs of others.

### Impact at Work

**Emotional Implications.** Your result in Empathy provides a solid foundation for all other interpersonal skill areas. You draw on your ability to respect others so that your interactions with others appear sincere. Still, certain emotions may cause your normally empathetic demeanor to crack. Anger, for example, may get the best of you, causing you to become critical instead of your typical caring and respectful self.

**Social and Behavioral Implications.** Generally speaking, your ability to perceive and understand other people’s emotions suggests that caring for others is built into the process of achieving your day-to-day tasks. For you, empathy is an active process that is inherent in the way you make decisions, resolve conflict, manage change, and work as a contributing team member. Often this results in others reciprocating their thoughts and emotions. Your ability to demonstrate empathy where appropriate will go a long way toward fostering your interpersonal relationships.

### Strategies for Action

**Be Prepared.** Prior to your next meeting, prepare by:

- Listing all attendees and what needs and expectations each brings to the meeting
- Predicting how they will act during the meeting. What issues do you need to be sensitive towards?
- Generating a number of questions to further understand your colleagues’ needs during the meeting. You may not be able to resolve conflicting needs, but these engaging questions will help show your interest and compassion for others’ situations and needs.

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

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

## Balancing Your EI

This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. 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(107)**  **Emotional Expression(121)**

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

# Social Responsibility

**Social Responsibility** social consciousness; helpful

115

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Social Responsibility(115)** ↔ **Interpersonal Relationships(105)**

Your Social Responsibility is higher than your Interpersonal Relationships result. To balance these components, make contributions to society by connecting with individual people. It is sometimes better to participate in a charitable event, for instance, than to simply donate money to a charity. Connect with individuals who are involved in the activities you pursue. Remember that being socially responsible can happen even on the smallest scale, helping one person at a time.

# Problem Solving

**Problem Solving** find solutions when emotions are involved

119

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Problem Solving is not about the quality of your solutions, but rather at how effectively you use your emotions in the process of solving a problem. Serena, this is an area of emotional intelligence that you use extensively; you tackle problems head on without being overwhelmed or distracted by your emotions. Your approach to problem solving is likely logical, uninterrupted, and involves gathering information before drawing a conclusion. Your result indicates:

- you see emotional information as playing a pivotal role but are not sidetracked by it.
- you work through the many steps of solving a problem without being emotionally distracted.
- you tend to stick with a problem until a solution is reached.

### Impact at Work

**Emotional Implications.** You are able to maintain a focused demeanor as you generate solutions to many types of problems. However, be aware that you may appear too removed from the gravity of the situation if you “turn off” your emotions in order to arrive at an objective decision. You still want to appear emotionally invested in the decisions you make—you just aren’t allowing your emotions to derail you from making those decisions.

**Social and Behavioral Implications.** You frequently engage in effective problem-solving strategies, especially when emotions enter the picture. Your level of awareness, persistence, and decisiveness speaks to your level of understanding of how emotions play a role in the problem-solving process. Although you rarely let your emotions derail your problem solving, you do run the risk of being overly decisive when a solution isn’t readily available, or putting your emotions so far aside that your solutions are seen as cold and impersonal.

### Strategies for Action

**Seek Understanding First.** If you find yourself quick to jump into problem-solving mode, you might start implementing solutions without fully surveying the situation.

- Begin by explaining your interpretation of a problem to at least two people, one who is connected closely to the problem and the other who is a neutral third party.
- Don’t ask for solutions; present your summary of the situation and have them ask clarifying questions if needed.
- If there’s a question to which you do not know the answer, that’s a sign that you need greater understanding of the problem before you begin to solve it.

**In the Mood.** Emotions play different roles in the decision-making process. Learning ways in which you can generate both positive and negative emotions can help you to focus on the task at hand.

- Positive emotions help you stay open to ideas and brainstorm creative solutions. Identify ways to generate a positive mood to help you with the brainstorming phase of problem solving (e.g., listen to music, talk to a friend).
- Negative emotions help you concentrate on the details or analyze the costs associated with each solution. Identify ways to generate a mood that can help you with the analytical phase of problem solving.

## Balancing Your EI

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

### Problem Solving(119)

Your Problem Solving 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 Problem Solving with other subscales may lead to further EI development and enhanced emotional and social functioning.

# Reality Testing

**Reality Testing** objective; see things as they really are

120

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Reality Testing—“being grounded” or “tuned into the situation”—means things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans/goals. Serena, your results indicate that you have the ability to remain objective. By keeping your personal biases at bay, you likely make trusted and sensible decisions that others can buy into. Your result suggests:

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

## Impact at Work

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

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

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

### Reality Testing(120)

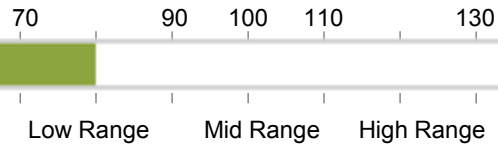
Your Reality Testing is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Reality Testing with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



# Impulse Control

**Impulse Control** resist or delay impulse to act

80



## What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Serena, your result shows someone who is more often impulsive and impatient than composed and controlled. You may respond in unpredictable ways to your emotions, making your coworkers uncertain as to how you will react. Your result may indicate a tendency to:

- be very involved and talkative during meetings or conversations.
- be impatient for action, antsy to move into the execution stages of projects.
- be high-strung or touchy.
- have an “act now, think later” approach to solving problems and making decisions.

### Impact at Work

**Emotional Implications.** Your low impulse control may cause you to ignore information that is present in emotions. Your experience of emotions is spontaneous; they appear and are gone with little warning and usually fail to appropriately direct your behavior. For example, see your anger as just anger. You may miss the cause of your anger, your body’s expression of anger, or how others are reacting to your anger.

**Social and Behavioral Implications.** Over the long haul, your inability to delay temptation and avoid rash decision making can overwhelm your colleagues. Always chasing the next great idea may lead them to believe you lack focus, discipline, and the commitment to an established direction. On a day-to-day basis, your impulsivity may come across as interrupting others, erratically changing priorities or timelines, “winging” presentations, or sidetracking conversations with unrelated topics. If your team resists your ideas, or you regret things you have said or done, you need to find ways to be more focused and deliberate in your job to avoid isolating yourself from others.

### Strategies for Action

**Five Deep Breaths.** Your best weapon against impulsive behavior is to force yourself to take pause before you jump into action.

- Take five deep breaths the next time you feel yourself being impulsive or interrupting someone.
- Give yourself this permission to pause. During this short 30 seconds or so, ask yourself what alternative actions you could take.

**Voice of Reason.** People with low impulse control usually have one internal voice and it says “go for it!” You (and your colleagues) may benefit from “pausing” that voice and taking time to consider reasons for staying the course.

- Look at your current workload and find a task or project where it is imperative that you see it through to completion.
- Anticipate points in the project plan where you may lose focus or be tempted to change priorities/processes.
- For each of these instances, prepare yourself against possible impulsivity with some counter arguments: build a case for why it is important to stay the course. These counter arguments to rash decisions become your voice of reason; bring them to meetings when you need a reminder to first evaluate a new direction before you “go for it”.

## Balancing Your EI

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

**Impulse Control(80)** ↔ **Stress Tolerance(112)**

Your Impulse Control is lower than your Stress Tolerance. The best decisions under stress are often made when you can remain “cool under fire” and not pressured into taking unnecessarily hasty action. Balancing your coping strategies with a deliberate and controlled behavioral style under stress can improve your overall performance.



# Flexibility

**Flexibility** adapting emotions, thoughts and behaviors

111

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Serena, your results speak of a well-developed ability to adjust yourself to changing conditions and priorities. At work, you likely see change as necessary for innovation and staying ahead of the competition. You can easily assume a change leadership role, where you can encourage others to be as open to change as you are. Some indicators of your result are:

- you are more inclined than most to enjoy change.
- you are able to change your mind when evidence suggests that you do so.
- you have a compliant attitude to working with others, even when opinions differ.

### Impact at Work

**Emotional Implications.** Adapting comes easily to you, whether it be an unexpected schedule change or a new strategy for your team. This flexible approach means you may find it difficult to become emotionally invested, as you tend to work with an understanding that ties will inevitably be broken. Be cautious that you don't appear to lack conviction or become so flexible that your efforts are scattered.

**Social and Behavioral Implications.** Your results suggest you frequently accept change and likely thrive when change is required. Being highly flexible is a desired trait in today's ever-changing work environment and you embrace the required adjustments to your work very well. You may be seen a change leader, facing adjustments with energy and garnering buy-in from your peers. Keep in mind that change preceded by reason and foresight is welcomed, particularly by those who are not as flexible as you are. You may have to alter the way you promote change to help people who struggle with the emotional adjustment change requires.

### Strategies for Action

**Change for Change's Sake.** Flexibility can look like impulsiveness if it is not grounded in sufficient thought and valid evidence.

- "Changing for change's sake" can leave a lot of people (including customers) shaking their heads in confusion over the loss of their once effective status quo.
- When you find yourself changing your thoughts, emotions, priorities, or direction, stop and ensure that this change is grounded in reasonable evidence and is not simply due to boredom with the status quo. This is particularly important if you are high in Interpersonal Relationships, as you may have the tendency to adjust your actions on a whim to the new ideas that are brought forward by others.
- Communicate this rationale for change to those impacted.

**Stay the Course.** Your ability to remain flexible is likely to come in handy. However, in team environments, it is very important to make sure your colleagues are aware of any changes that you are thinking about and embracing. Not all people deal well with regular change. Make an effort to document your changes and reasons for the change. This will go a long way to instilling trust and gaining buy-in from your colleagues.

## Balancing Your EI

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

Flexibility(111) ➔ Impulse Control(80)

Your Flexibility is higher than your Impulse Control. To balance these components, avoid making changes without factoring in long-term considerations. Watch for others' reactions to the changes you bring about. If they aren't on board, it may be a sign that your changes are not well justified.

# Stress Tolerance

**Stress Tolerance** coping with stressful situations

112

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Serena, your result indicates that you are well armed to withstand stress, frequently drawing on your repertoire of effective coping strategies. You are able to manage your emotions, remain composed, and maintain your performance, even when times get rough. You likely use your emotions (e.g., optimism) to your advantage and feel that you are in control. Some characteristics of your result are:

- you see stress, competition, or pressure as a challenge, perhaps to the point of thriving in such conditions.
- you actively cope with stress rather than let your emotions take over.

### Impact at Work

**Emotional Implications.** You approach stress confidently, with a clear mind and a resilient “I can withstand anything” attitude. You may be missing the subtle emotional hints that you are becoming overwhelmed, and often those with high stress tolerance are at risk for job burnout and exhaustion.

**Social and Behavioral Implications.** Your ability to tolerate stress and exert influence over the situation is likely to appear calming and even inspiring to your colleagues. Your ability to cope with challenges likely allows you to assume a change leadership role, demonstrating a calm and focused demeanor. People likely seek you out for a realistic assessment of a situation; you rarely blow things out of proportion or let your emotions keep you from moving forward and persevering. Note, however, that holding your colleagues and direct reports to the same expectation for tolerating stress may come across as cold, unempathic, and even unrealistic if others are not as resilient as you.

### Strategies for Action

**The Little Signs of Exhaustion.** Be vigilant that you aren’t taking on too much. Subtle changes in your emotions may be signaling that you are close to exhaustion.

- Write down descriptions of your emotions and any accompanying physical sensations.
- When you notice emotional changes, like hesitation to take on a new assignment, don’t dismiss their importance. It is quite possibly a sign that your high tolerance of stress is allowing you to take on too much.

**Leverage Your EI.** Your ability to withstand and cope with high levels of stress often puts you at an advantage. However, your colleagues may not be as well-equipped to handle the same frequency and intensity of stressors that you can.

- Leverage your other EI skills, especially your interpersonal skills, to determine if the people you work with are not coping well with the same demands you are.
- When a new task is added to your team’s priorities, suggest taking five minutes at the next meeting to talk about some proactive steps that you can take as a group to alleviate any associated stress.

## Balancing Your EI

This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning.

### Stress Tolerance(112)

Your Stress Tolerance 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 Stress Tolerance with other subscales may lead to further EI development and enhanced emotional and social functioning.

# Optimism

**Optimism** positive attitude and outlook on life

103

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Optimism, the ability to remain positive despite setbacks, often differentiates between “star performers” and others in the workplace. It permeates almost every application of EI, from helping you persevere to enabling you to view change as a good thing. Serena, your result shows a person who is normally optimistic, preferring to see the world in a positive light. A result in the average range also indicates that you are not so overly optimistic that you are blind or naïve to the realities of life. Some characteristics of your result are:

- you tend to see the world with a “glass half-full” approach.
- you are hopeful about the future.
- you are energized by setbacks and obstacles, fuelled to overcome challenges in life.

### Impact at Work

**Emotional Implications.** Optimistic people experience a range of emotions. You are not so optimistic that you ignore fear, nor are you so pessimistic that you ignore happiness. To your team, this grounded optimism is likely contagious; others will see your hopeful vision of the future, and with realistic plans they will see that this vision is attainable.

**Social and Behavioral Implications.** Hopefulness and resilience are attributes of effective leaders. You are likely able to see opportunities and possibilities that others may overlook or simply reject for being too difficult, too time-consuming, or outside of the organization’s current comfort level. Your goals (and if applicable, the goals you set for others) are likely to reflect your optimistic approach to work; you see the possibilities and set stretch targets that help you strive for the best. There is still room to increase your level of optimism, as certain instances at work likely cause you to be more negative than you wish to be.

### Strategies for Action

**Pessimistic Moments.** If there are times when you feel less optimistic, take note of when these occur.

- Identify the trigger for your pessimism. Is it when timelines are tight? Are you in a leadership role and skeptical of others’ capabilities?
- Debate the validity of this pessimism. Look to the past to confirm whether similar successful or unsuccessful situations have occurred.
- If your pessimism is warranted, perhaps contingency plans for this risk should be considered.

**Reevaluate.** When you are faced with a challenge and your normally optimistic demeanor wavers, you may need to reevaluate your goals in order to visualize a successful outcome.

- Adjust your tasks and goals into more manageable and attainable segments. For larger, more daunting projects, try to break them into five to seven smaller steps.
- This does not mean that you should oversimplify or trivialize what is needed, but it does help to become more solution-focused at smaller intervals than to be burdened by a single overwhelming goal.
- For each smaller step, describe what you visualize success to be. Keep focused on these smaller outcomes to help bring your optimism back in line.

## 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.

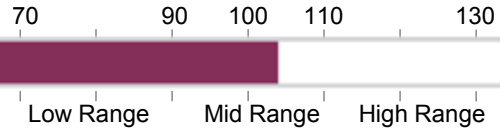
Optimism(103) ↔ Reality Testing(120)

Your Optimism is lower than your Reality Testing. To balance these components, use objective information and facts to inform, strategize, and inspire dreams and visions for the future. Although there are times when you must change course entirely, don’t give up if there is still a reasonable chance to succeed. Consider all possible courses of action before revising goals.

# Well-Being Indicator

**Happiness** satisfied with life; content

104



## How to Use this Page

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being.

Your Happiness result is shown below, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

## Happiness

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

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

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

### Self-Regard (111)

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

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

### Optimism (103)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results suggest you are optimistic and hopeful most of the time, but perhaps you could use this outlook more frequently so that your happiness becomes even more personal, permanent and justifiable.

- When are you the least optimistic? How could your outlook be improved in these situations?
- When faced with a new challenge, how do you typically feel? List your emotions and think about why you feel this way.

### Interpersonal Relationships (105)

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

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

### Self-Actualization (117)

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

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

# Action Plan

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

**S**PECIFIC  
**M**EASURABLE  
**A**CTION-ORIENTED  
**R**EALISTIC  
**T**IMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

I commit to this action plan \_\_\_\_\_  
(signature)

# EI Development Commitment

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

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

## My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature \_\_\_\_\_

Your Coach's Signature \_\_\_\_\_