



EQ-i 2.0
assess. predict. perform.

WORKPLACE

REPORT

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psysoft
realising **your** potential

 **MHS**

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EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

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

Self-Actualisation 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 recognising 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 behaviours 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 recognising 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 behaviours and decision making.

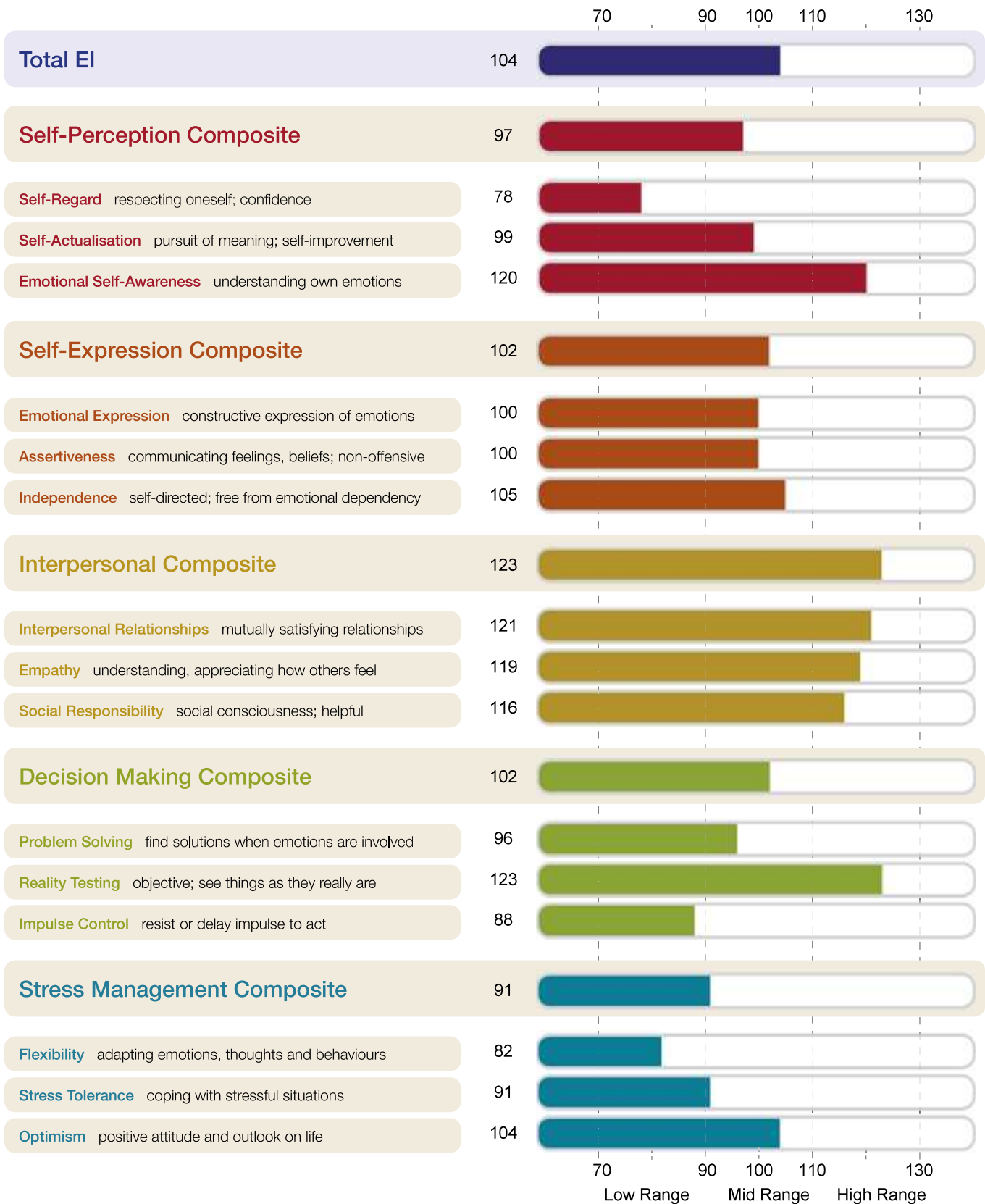
INTERPERSONAL

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

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

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

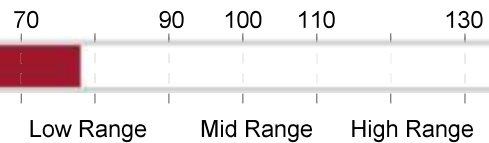
Overview of Your Results



Self-Regard

Self-Regard respecting oneself; confidence

78



What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Anne, your result suggests that self-regard may be an area where you would benefit from improvement. Your uncertainty in your own abilities may translate into decreased performance and resistance to taking on greater challenges at work. You may be:

- generally more conservative in your estimation of your capabilities.
- unable to recognise your strengths or forgive yourself for your weaknesses.
- low in self-confidence and feelings of self-adequacy.

Impact at Work

Emotional Implications. The emotional implications of low self-regard extend further than many people realise. Your result suggests that you may feel inferior, less talented or less capable than your colleagues. You may also have lower motivation to achieve your fullest potential, a less positive outlook on your strengths and weaknesses, or you may struggle to confidently express yourself when working with others.

Social and Behavioural Implications. Your internal struggle with who you are and who you hope to be is often perceived as a lack of confidence by your colleagues. You tend to avoid interactions where you are less confident or use email to avoid face-to-face conversations at work. When presenting yourself, you may use uncertain or wishy-washy language, a softer, shy posture, or avoid eye contact. You may be passed over for leadership opportunities because you often hide your skills and talents.

Strategies for Action

Self-Regard Inventory. Conduct a Self-Regard Inventory on your job performance.

- List your strengths and areas for improvement. For every strength listed, ensure you are fully using each one in your role. The more you practice using your strengths, the more you will realise your true potential and resulting confidence in these areas.
- For each improvement area, assign a strength that can be leveraged. For example, draw on your strong technical expertise to present your opinion confidently in meetings.

See it, Think it, Do it. Low self-regard can be visible to your peers, so in addition to developing self-regard on the inside, you also need to consider how you represent yourself to others. When you feel self-doubt creeping in:

- SEE what success would look like to you (e.g., I will close this sale with only a 5% discount).
- THINK about how you will achieve success; tell yourself (and others) that it is possible to reach it.
- DO execute on your plan for success and present yourself accordingly (e.g., maintain eye contact and hold a confident posture—even if you are on the phone, use a steady-paced voice, ask others to hold you accountable).

Balancing Your EI

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

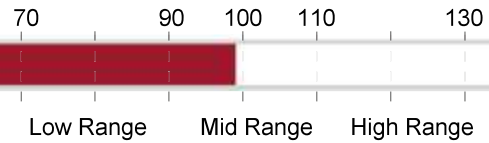
Self-Regard(78) < **Reality Testing(123)**

Your Self-Regard is lower than your Reality Testing. In balancing these two areas, remember that although input from external sources is important, self-regard is about your own subjective evaluation of self-worth, and should not be overly influenced by external sources. Seek objective information about your performance, but give primary importance to your personal goals and your own sense of personal success.

Self-Actualisation

Self-Actualisation pursuit of meaning; self-improvement

99



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

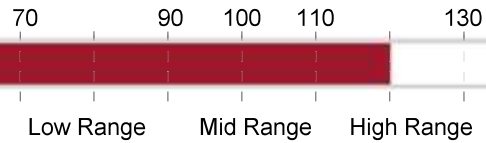
Self-Actualisation(99)  Reality Testing(123)

Your Self-Actualisation is lower than your Reality Testing. These components can be balanced by setting realistic plans to accomplish meaningful experiences that are internally satisfying and not just objectively required. The challenge is to set goals that are attainable and realistic, but also intrinsically valuable.

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

120



What Your Score Means

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behaviour and control the impact your emotions have on those you work with. Anne, 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 Behavioural 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 recognise 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 recognise 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 recognised 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

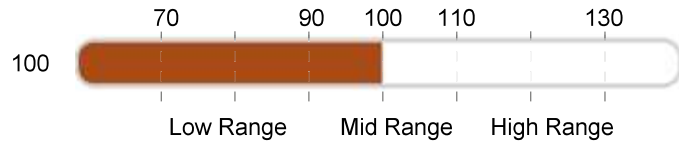
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. The subscale that differs the most from Emotional Self-Awareness is Stress Tolerance. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Self-Awareness(120) ➔ **Stress Tolerance(91)**

Your Emotional Self-Awareness is higher than your Stress Tolerance. When these scales work well together, you are able to recognise how stressful situations are affecting you on an emotional level. That is, you are better able to navigate the situation and manage the emotions created by the situation. Emotions should not be ignored but neither should they entirely dictate your behaviour when under stress.

Emotional Expression

Emotional Expression constructive expression of emotions



What Your Score Means

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Anne, your result portrays someone who is emotionally expressive, bringing your true feelings to the surface with relative ease. Sharing your emotions with others, as you do, helps you achieve your goals and builds stronger relationships with your colleagues. Consider the following characteristics of your result:

- you are comfortable expressing many 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).
- on a few occasions, you may have difficulty articulating or sharing certain emotions; the right words or expressions may elude you.

Impact at Work

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You typically act on the emotions you experience; however, there are a few emotions or circumstances where you do not feel comfortable being open. You should strive for a more balanced expression of emotions; that way you don't appear to be more comfortable expressing one extreme (e.g., happiness) over another (e.g., sadness).

Social and Behavioural Implications. Successful relationships flow from a willingness to openly exchange thoughts and feelings. Your result suggests that not only are you capable of expressing your emotions in a meaningful way, but you are also usually eager to share these thoughts and feelings. Your relationships with your colleagues and clients have open channels for communication; you clearly express your feelings, creating an environment where others feel comfortable doing the same with you. There may be certain relationships or conditions where you feel less comfortable expressing yourself, it is important to determine where and why you hold back your true feelings.

Strategies for Action

Ask an Expert. Write down a few emotions that you have trouble expressing at work.

- Research them first. Find out what triggers these emotions in you and what prevents you from sharing them openly (e.g., "I feel offended and brushed off when my ideas are not accepted by the team. I haven't said anything because I don't want to disrupt the team's harmony").
- Find someone you know who is quite adept at expressing these emotions. Ask for his/her advice on how to clearly articulate emotion and overcome the fear of emotional expression.

Expression Check-In. Use your skills in empathy, interpersonal relationships, and emotional self-awareness to watch others' responses when you express emotions.

- The next time you express what you feel, pay more attention to how the other person is reacting. Notice their facial cues, the tone of their voice, and their body language; does it match what you would expect? For example, are they as happy as you are about your promotion, or do they appear threatened by the change?
- This check-in will help remind you that expressing your emotions is not entirely about you—it is also about taking care of others while showing them what you feel!

Balancing Your EI

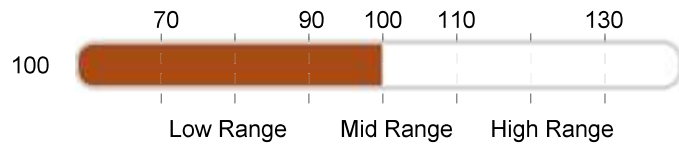
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Expression(100) < Interpersonal Relationships(121)

Your Emotional Expression is lower than your Interpersonal Relationships result. Keep in mind that strong interpersonal relationships are built on trust and respect; openly sharing your thoughts and feelings can go a long way to building both.

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive



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. Anne, 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 Behavioural 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 organisation.

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

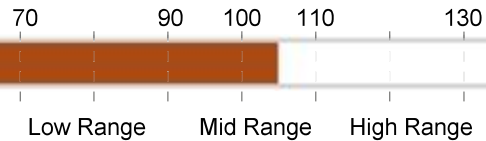
Assertiveness(100) < Interpersonal Relationships(121)

Your Assertiveness is lower than your Interpersonal Relationships result. Placing greater emphasis on interpersonal relationships than on being assertive may permit you to support those you work with. Make sure you give equal emphasis to standing up for what you believe in, and speaking your mind when it is important to do so.

Independence

Independence self-directed; free from emotional dependency

105



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

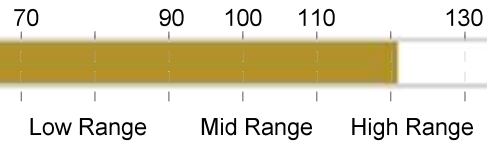
Independence(105) < **Interpersonal Relationships(121)**

Your Independence is lower than your Interpersonal Relationships result. To balance these components, recognise the importance of being a team player, without becoming overly reliant on the direction or support of others. Be collaborative, but retain the courage of your convictions.

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

121



What Your Score Means

Anne, this subscale is about developing and maintaining mutually satisfying relationships and your result shows an above-average capability to build relationships with compassion, trust, and mutual give-and-take. Your colleagues support you in getting your job done, and in turn others seek you out because of your approachable demeanour. Some characteristics of your result are:

- you have built up, or are currently building up, a useful network of colleagues and professionals.
- your relationships are authentic; you know people on a personal level.
- you feel at ease with people and look forward to engaging in social interactions.
- you may need to watch that you do not become too involved with the socialising aspect of relationships, losing sight of the task at hand.

Impact at Work

Emotional Implications. For you, relationships are an essential part of life and you are likely heavily invested in making your relationships work. One implication of this emotional investment is that you may hide emotions or shy away from making decisions that could potentially cause conflict. Particularly if you scored high in Empathy and low in Assertiveness, you should determine if you or your relationships are suffering as a result of withholding your true thoughts and emotions.

Social and Behavioural Implications. Your result suggests that you take an active role in establishing and maintaining your professional relationships at work. You are probably seen as a "connector", aware of who does what, who knows what, and who needs to know what. Maintaining confidences, team harmony and open communication are likely top priority for you in your job. As you continue to build relationships, it is important to know the boundaries of these interactions. Failure to recognise when you begin to occupy more and more of your colleagues' time may result in less time allocated to projects, at which point your social interactions may prove costly to job performance.

Strategies for Action

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.

Sharing the Truth. A healthy work relationship needs to be based on open communication, without fearing that your opinion will cause irreparable damage.

- The next time you find yourself tempted to hold back your true thoughts for the sake of group happiness, pause.
- Write down what you really think or feel. Look at this statement and list all the potential positive and negative outcomes that could occur as a result of sharing your opinion.
- If the positives outweigh the negatives, rephrase what you want to say beginning with an agreement statement and ending with your true opinion.
- Bring this newly phrased statement to your discussion and be prepared to share it, starting with agreement and ending with your honest thoughts.

Balancing Your EI

This section compares Interpersonal Relationships with Self-Actualisation, 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.

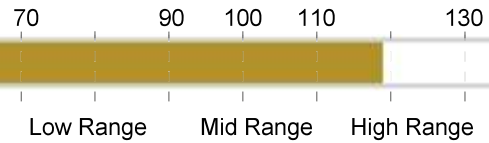
Interpersonal Relationships(121) ↔ **Problem Solving(96)**

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

Empathy

Empathy understanding, appreciating how others feel

119



What Your Score Means

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

- you are constantly "tuned in" to how others are feeling.
- you care about others, and take their feelings into consideration before acting.
- it is easy for you to imagine how others feel and predict emotional reactions.
- you could struggle to make decisions that have negative outcomes for others and may find it hard to stay objective when strong emotions are involved.

Impact at Work

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

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

Strategies for Action

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

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

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

Balancing Your EI

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

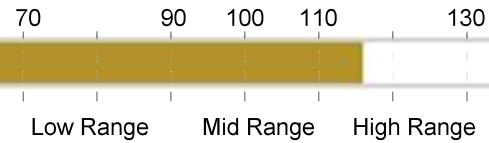
Empathy(119)  Emotional Expression(100)

Your Empathy is higher than your Emotional Expression. Aligning these components of EI means taking other people's feelings into account when expressing your own emotions. The goal is to express your feelings effectively while staying attuned to others, so that your expressions are more than just a reflection of the feelings of others.

Social Responsibility

Social Responsibility social consciousness; helpful

116



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. Anne, 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 Behavioural Implications. Overall, you appear to be a cooperative and constructive member of your organisation 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 fuelling 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-Actualisation, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Self-Actualisation. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

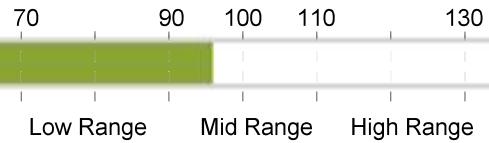
Social Responsibility(116) ➔ Self-Actualisation(99)

Your Social Responsibility is higher than your Self-Actualisation. To balance these components requires balancing the importance of contributing to society with achieving your own personal goals. Helping others to achieve their goals is important, but ideally this should work in a reciprocal way, so that the relationship helps you to achieve your potential and aspirations as well.

Problem Solving

Problem Solving find solutions when emotions are involved

96



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. Anne, your result in problem solving speaks of someone who can use their emotions effectively to focus on the problem at hand. In most situations you keep a clear head on the pertinent issues, without becoming frustrated by too much information or too many options. Your result indicates:

- that you take in enough information to make informed conclusions, but not so many details that you are overwhelmed.
- you confront problems head on, rather than avoiding them.
- there are still certain types of problems where your emotions get in the way of reaching a conclusion.

Impact at Work

Emotional Implications. The emotional implication for your result is that while most of the time you tackle decisions head on, there are instances when you tend to avoid making a decision. It is important to be consistently decisive whether dealing with interpersonal conflict or performance-management issues. Decisions regarding interpersonal issues shouldn't be avoided due to their uncomfortable nature, for they can be just as toxic as technical problems.

Social and Behavioural Implications. You regularly engage in clear problem-solving strategies, even when emotions enter the picture. Although there are still times when your emotions derail your decisiveness (e.g., under stress), for the most part you make use of the information contained in your emotions rather than let those emotions cloud your judgment. Given your ability to find solutions when emotions are running high, you are likely perceived as someone who can assume leadership responsibilities where decisiveness and execution are paramount.

Strategies for Action

Watch Your Limit! Our brains typically handle seven chunks of information, whether we are memorising or deciding between many options; seven seems to be the maximum amount of information we can effectively manage.

- The next time you are stuck in solving a problem, ensure you are dealing with no more than seven pieces of information (or deciding among fewer than seven choices). Too much information paralyses you, while too little leaves you uninformed.
- Also, if your decision is stressful, your mental and emotional resources will be even fewer, so you may want to limit yourself to three options.

Decision Deadlines. For complex issues, including interpersonal conflicts, set a deadline by which the problem must be resolved. This deadline will help you stick to an efficient process for problem solving where you are less likely to put off dealing with a tough decision.

- Generate multiple alternatives for a problem and evaluate them on the basis of impact, costs, resources and timing.
- Set a deadline for when you will select the best single solution. Treat this like any other important deliverable and have a colleague follow up with you to ensure you've met your deadline.

Balancing Your EI

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

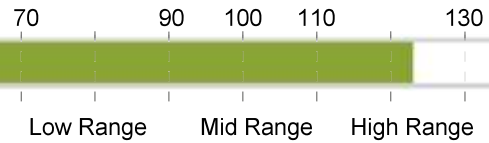
Problem Solving(96) ↔ Reality Testing(123)

Your Problem Solving is lower than your Reality Testing. To balance these components, be cognizant of the role that realistic and objective information plays in your decision making process, and find a balance between collecting information and making a firm decision in a timely manner. Some decisions must be made before all of the facts are in, and other decisions can be deferred until more information is available. To balance this area, recognise these different situations and act accordingly.

Reality Testing

Reality Testing objective; see things as they really are

123



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. Anne, 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 colour 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 Behavioural 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 favour 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. The subscale that differs the most from Reality Testing is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

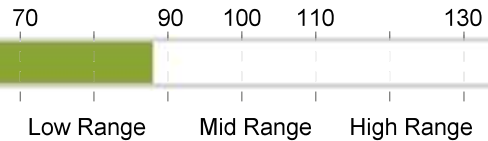
Reality Testing(123) ➔ Self-Regard(78)

Your Reality Testing is higher than your Self-Regard. To align these components, set meaningful but attainable goals and base your self-assessment on the accomplishment of these goals. The use of objective, supportive feedback can be helpful.

Impulse Control

Impulse Control resist or delay impulse to act

88



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. Anne, 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 behaviour. 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 Behavioural 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 behaviour 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 Assertiveness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

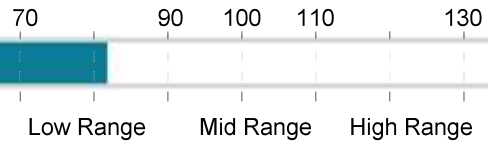
Impulse Control(88) ↔ Assertiveness(100)

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

Flexibility

Flexibility adapting emotions, thoughts and behaviours

82



What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviours in response to change. Anne, more often than not, you appear to be rigid in the way you approach work and life in general. You likely thrive in environments with strict guidelines to follow and stable priorities. However, most workplaces today are in a dynamic and rapid state of change. This may be an area to strengthen as your result indicates:

- an unwillingness to change the way you work (e.g., how you store your emails, managing customer accounts, who you report to, moving from one project to another).
- that you feel uneasy or nervous about change.
- your view of change is: "If it ain't broke don't fix it!"
- you approach organisational changes with trepidation.

Impact at Work

Emotional Implications. When people are less flexible they are usually allowing their emotions to have a bigger voice than their objective reasoning. Being flexible is about making a choice—do I keep doing the same thing, or do I change? Be aware of when your emotions take over this decision, for instance when anger or frustration convinces you that your old way of doing things is just fine and change isn't necessary.

Social and Behavioural Implications. You may have difficulty adapting your emotions, thoughts, and behaviours to changing conditions in your workplace. As a result, your colleagues may perceive you as rigid and unwilling to change, which may result in missed opportunities for leadership and becoming antiquated in your area of expertise. While others might tackle a new idea, product, or strategy with gusto, you may find yourself overwhelmed, scared, or worried about adjusting to the change, and thereby fall behind the crowd of change supporters.

Strategies for Action

Emotion Analysis. If you find yourself resisting change, write down what emotions accompany your hesitation.

- For each emotion, use your self-awareness to identify the reason you are feeling this way (e.g., your fear of change comes from the possibility of making mistakes).
- Work through your list of emotions and their causes to find tangible evidence to support or invalidate your emotion. For example, if you are afraid to make a mistake, start gathering all the possible resources and expert advice to help keep your fear at bay when tackling this new challenge.

Brainstorming. Brainstorming, especially when performed in a group context, will enable you to take on new perspectives and harvest these options for future contexts. Before you begin brainstorming options, bring about a positive mood in yourself or in the group. Positive emotions help to facilitate creativity and will allow you to remain open to any ideas brought forth.

Balancing Your EI

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

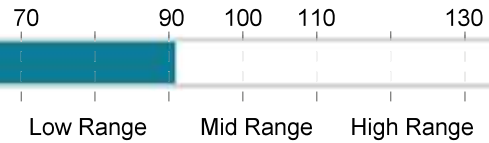
Flexibility(82) < Independence(105)

Your Flexibility is lower than your Independence. Balancing these components of EI can be tricky since the goal is to be open and responsive to change, but you want to maintain an ability to act and think independently. The key is to be willing to change while standing firm when it is important for you to do so. Often you can leverage your independence by implementing strategies to help execute change brought on by others.

Stress Tolerance

Stress Tolerance coping with stressful situations

91



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

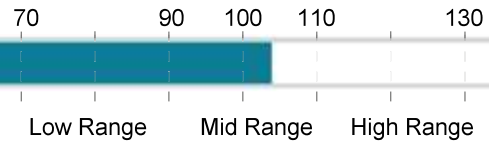
Stress Tolerance(91) ↔ Interpersonal Relationships(121)

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

Optimism

Optimism positive attitude and outlook on life

104



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. Anne, 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 naive 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 energised 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 Behavioural 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 organisation’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 sceptical 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 demeanour wavers, you may need to reevaluate your goals in order to visualise 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 trivialise 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 visualise 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 Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism(104) ➔ Self-Regard(78)

Your Optimism is higher than your Self-Regard. When these two components are working effectively together, self-confidence helps to drive and promote positive expectations about the future. It is good to be optimistic but it is also important to know the skills and expertise that will be required of you as you plan and prepare for the future.

Well-Being Indicator

Happiness satisfied with life; content

93



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

Anne, 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.

Of the subscales most typically tied to Happiness, you scored lower in Self-Regard. Directing development efforts here could strengthen your level of Happiness.*

Self-Regard (78)

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

- Reflect on past accomplishments by identifying skills that enabled you to be successful.
- What do you admire most about yourself? Why? What do you like the least?

Optimism (104)

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 (121)

Your Interpersonal Relationships result indicates that you have well-developed relationships that likely help shield you from the negative effects of life's daily demands. If maintained, these relationships can enhance and sustain pervasive feelings of happiness.

- Are there times when you struggle with your relationships? If so, what causes the struggle and how do you remedy conflict and miscommunication?
- Do you have a mentor? Do you act as a mentor to someone else?

Self-Actualisation (99)

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

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

Action Plan

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

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

Write down up to three EI skills or behaviours that you would like to further develop (e.g., “reflective listening” to build empathy, or “recognising 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 behaviours.

- 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

organisation'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 _____