



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

WORKPLACE

REPORT

Sample Client

theEicoach[®]



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

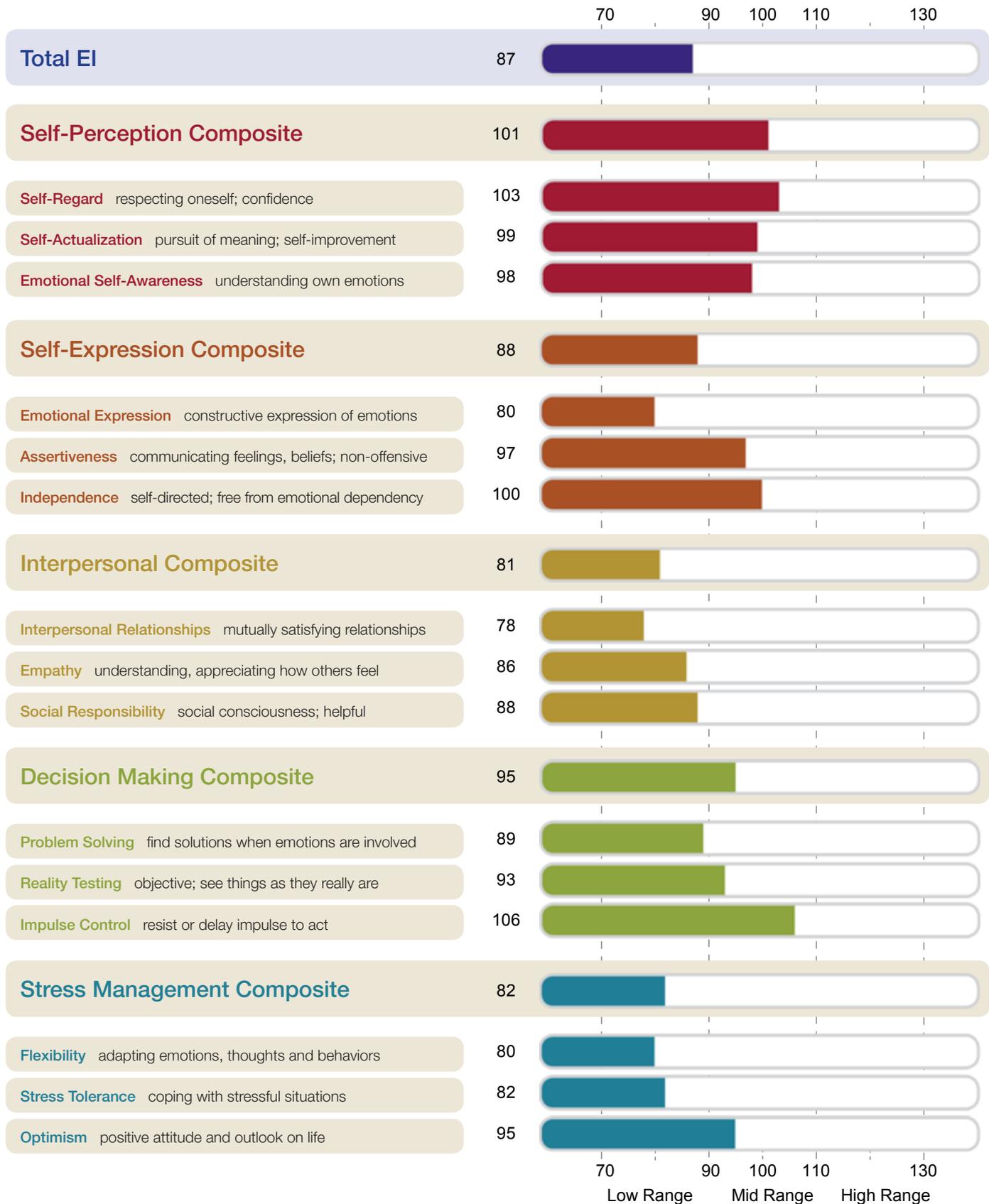
Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

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.

Name:

Overview of Your Results

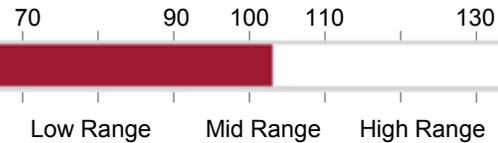


Name:

Self-Regard

Self-Regard respecting oneself; confidence

103



What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Tim, your result suggests that you do have a good sense of your own strengths and weaknesses without being overly confident. At times you may experience lower self-confidence; however, you approach most challenges with self-assuredness and a can-do attitude. You may have:

- a reasonable level of respect for yourself, your talents, and your weaknesses.
- a willingness to openly admit mistakes or unfamiliarity with a situation.
- a well-developed sense of identity—you know what you are good at.

Impact at Work

Emotional Implications. The emotional implications of self-regard extend further than many people realize. The implications from your result suggest that you are driven to achieve your fullest potential, you show a more positive outlook on your capabilities, and you are likely more confident in expressing yourself than those individuals with lower self-regard.

Social and Behavioral Implications. Your self-respect and understanding of your strengths and weaknesses is often perceived by others as confidence in your approach to work. Your feelings of inner strength and self-confidence are evident in the way you conduct yourself and interact with others. You are likely to maintain eye contact, make use of body language that is engaging, and use a tone of voice that is welcoming but deliberate and decisive where appropriate. Like a majority of other people, you still have moments where your self-regard waivers, and care should be taken that you continue to leverage opportunities to showcase your talents and overcome weaknesses.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you insight to reveal hidden talents.

- 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. Identify opportunities to repeat the positive examples provided in your feedback.

Healthy Self-Doubt. To strengthen Self-Regard it is important to recognize the difference between healthy and unhealthy self-doubt.

- Healthy self-doubt results from knowing and accepting an area of weakness. For example, you are nervous giving presentations and you know this needs improvement.
- Unhealthy self-doubt results from negative self-talk; there is no evidence that you will do poorly, yet you are convinced you will fail.
- Unhealthy self-doubt prevents you from having stronger Self-Regard. Reflect on what triggers negative self-talk (e.g., stress, feelings of intimidation) and prove it wrong through your actions.

Balancing Your EI

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

Self-Regard(103)  **Problem Solving(89)**

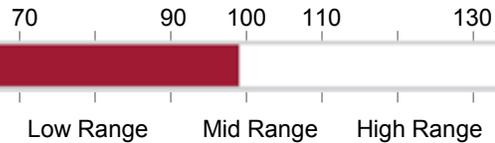
Your Self-Regard is higher than your Problem Solving. These components work effectively together when self-confidence promotes the feeling that you can and will succeed. Therefore, cultivate a feeling of resilience and perseverance to commit to finding required solutions.

Name:

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

99



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Self-Actualization(99)

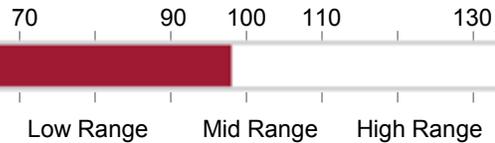
Your Self-Actualization is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Self-Actualization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

Name:

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

98



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. Tim, your result indicates that you are in touch with your emotions and that you manage them in a way that is healthy for you and your relationships at work. It is likely that you:

- have a solid read of your inner self—you can describe and manage the emotions you are experiencing.
- are aware of how emotions impact team morale, collaborative relationships, and individual performance.
- still have a few emotions that make you uneasy or are difficult to fully understand.

Impact at Work

Emotional Implications. One of the implications of recognizing your emotions and their triggers is that for you, experiencing an emotion is the result of a cause-and-effect relationship. You know when and why an emotion will be triggered and you know how to use that emotion to your benefit. You are usually in tune with the physiological sensations of emotion, but there may be some emotions that continue to slip by unrecognized.

Social and Behavioral Implications. Your level of Emotional Self-Awareness indicates that more often than not, you feel comfortable expressing your understanding of your thoughts and ideas to your colleagues and, moreover, you know how your emotions can increase individual and team morale. Your colleagues likely understand your stance and value your openness when it comes to how you are feeling. There may still be some circumstances at work that cause you to be unsure of your emotions. You could benefit from a bit more investigation into what triggered your feelings in these cases, and what subsequent action needs to be taken.

Strategies for Action

Cause and Effect. Your strength in identifying a cause-and-effect relationship for your own emotions can be leveraged to predict others' emotional reactions.

- The next time you are in a meeting ask others, "How do you feel about this direction?" or "What is your gut telling you about this decision?"
- Identify the causes of your colleagues' emotions and how their emotions impact their buy-in to a decision. This will help not only to show that you care about others' feelings (empathy), but to give you the information you need to predict how colleagues will react in the future.

Leveraging Emotions. Although you understand emotions quite well, you can always work on refining your ability to adopt the right emotion at the right time. People with strong emotional self-awareness are able to bring on emotions in themselves that will help them with the task at hand.

- Experiment with different techniques and mediums to make you feel a wide range of emotions (e.g., somber, happy, angry, creative, or peaceful). Putting yourself in a slightly somber mood can help you focus on analytical tasks, while being happy will help you with brainstorming or creative tasks.

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(98) ↔ **Emotional Expression(80)**

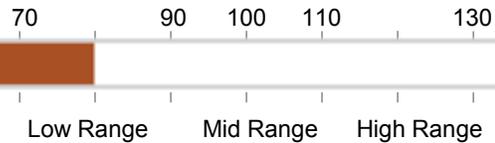
Your Emotional Self-Awareness is higher than your Emotional Expression. You may expect others to be aware of how you are feeling, so make sure you are clearly communicating your feelings to them. Remember, expression is the way you showcase your emotional knowledge and it will have greater impact if it works in parallel with your awareness.

Name:

Emotional Expression

Emotional Expression constructive expression of emotions

80



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. Tim, your result indicates you have difficulty bringing emotions to the surface and sharing your true feelings with coworkers. You may appear emotionally detached from your colleagues, probably showing as little variation in your demeanor as possible. Consider the following characteristics of your result:

- certain emotions, if not most, are uncomfortable for you to express either through words, facial expressions, or body language.
- you use a limited emotional vocabulary to describe your feelings (e.g., happy and sad versus elated and somber).
- you assume people know how you feel so you don't display it through your words or actions.

Impact at Work

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You tend to bottle emotions inside and not share them with others. This can create the illusion that you are either emotionless or that you do not grasp the significance of the situation.

Social and Behavioral Implications. Expressing one's feelings verbally and nonverbally is key to forming effective relationships. Your less expressive style may mean that in new environments you could struggle to engage others in a meaningful way. People can easily misperceive you as being withdrawn and as a result it may be hard for you to inspire others or gain the support you need. While you may feel comfortable remaining in a predictable, pokerfaced state, it is actually stressful for others when they need to share information with you. If you do not reflect your emotions, you may miss crucial information because others feel uncomfortable being open and honest with you.

Strategies for Action

Getting Rid of the Group Hug. At work, sharing your emotions shouldn't be a single organized event like the infamous group hug. Think about emotions as drivers of performance, like any other resource you draw upon to get your job done.

- Start small—try expressing what you feel in an email. Take time to find words that really describe how you feel. Praise a team member on his work, express your gratitude for someone's help, or voice your concern over deadlines.
- Once this becomes comfortable for you, start expressing yourself where appropriate in small conversations. Draw on the same emotional vocabulary you used in your emails.

Get it Out in Writing. If you find yourself dwelling on a particular feeling but not expressing it, begin to write an email to a friend. You will not send this email, so don't worry about who would receive it.

- Just start writing—this in itself can be a healing process. Describe the details of what happened, what *exactly* you are feeling and *why*.
- Although it is in written form, you have just completed the process of emotional expression. Take one small section of your email and appropriately talk it over with those involved. Take the email with you to refer to your notes and emotional language.

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(80) ↔ Assertiveness(97)

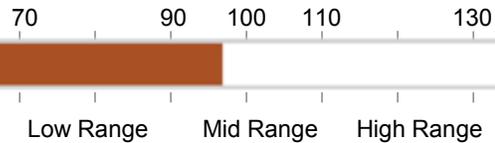
Your Emotional Expression is lower than Assertiveness. People tend to be most cooperative when they are aware of your underlying motives and concerns. When these two facets are balanced, and Emotional Expression is used effectively, there is a better understanding of both the issues and feelings involved, and the resolutions tend to be more effective overall.

Name:

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

97



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. Tim, 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. 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(97) ↔ **Interpersonal Relationships(78)**

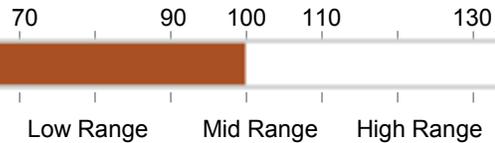
Your Assertiveness is higher than your Interpersonal Relationships result, suggesting that you tend to focus more on promoting your own views and that you may benefit from being equally attentive to the views of others. By doing so, you may strike a better balance of “give and take” in your work relationships.

Name:

Independence

Independence self-directed; free from emotional dependency

100



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Independence(100) ➔ **Interpersonal Relationships(78)**

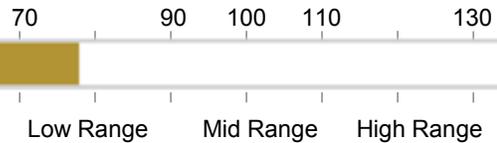
Your Independence is higher than your Interpersonal Relationships result. Balancing these components means spending time and effort nurturing relationships, but not being overly reliant on them. Draw on the expertise of others when appropriate. Collaboration can help establish positive relationships.

Name:

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

78



What Your Score Means

Tim, this subscale is about developing and maintaining mutually satisfying relationships and your result suggests that this could be challenging for you. Your view of relationships may be transactional, where you see relationships in terms of how others can help you, instead of building bonds that include mutual give-and-take. Unless you work alone, close relationships are crucial to your success and you may be missing opportunities to share your team members' expertise and resources. Some characteristics of your result are:

- you may have many acquaintances but few cherished, supportive friends/colleagues.
- you likely understand how others can help you, but know few details about them personally.
- you may rely on your own devices to get the job done, rather than asking for help.

Impact at Work

Emotional Implications. If you do not frequently draw on interpersonal skills you will struggle to showcase your other EI capabilities. For example, any EI skills you have will not be evident to your colleagues if you do not regularly engage them in authentic interactions. Also, the deeper and more active your relationships are, the more you will recognize others' emotions and the more adept they will become at recognizing yours.

Social and Behavioral Implications. If you have difficulty developing relationships or are generally dissatisfied with the quality of the relationships you do have, you could be limiting your personal and professional potential. Most of the time you need to get work done through others and if you are not easy to approach, it is likely that others avoid sharing information with you or feel little commitment to fulfilling their part of your shared objective. You may be seen as too preoccupied with your work to engage in personal conversation, missing the chance to get to know others, and their expertise and talents.

Strategies for Action

Be Personal. Personal questions don't always have to be intrusive in nature, you can easily rephrase a work related question in a way that allows the other person to open up.

- Try switching from closed ended questions (e.g., "Is your part of the report complete?" or "Did you have a good weekend?") to open ended questions (e.g., "How have you been finding your part of the report?" or "What plans do you have for the weekend?")
- Brainstorm a list of questions that spark conversation and keep it handy so you can show your interest in the individual and not just in the work they do.

Learn Your Comfort Zone. Try identifying social situations where you are most comfortable and replicate your behavior when you are at ease to other less comfortable situations.

- Write down how you interact with others when you are in a comfortable environment. For example, are you more talkative with close friends? Can you joke with your family?
- Try applying some of these strategies to other, less-comfortable situations. For example, if you joke with your family try using lighthearted humor when you feel uncomfortable meeting new people.

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

Interpersonal Relationships(78) ↔ **Independence(100)**

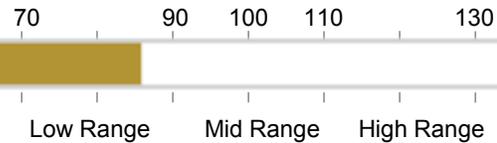
Your Interpersonal Relationships result is lower than your Independence result. This relationship is a balance of doing things on your own and working with others. Recognize that there are situations where collaboration can be advantageous, but avoid disturbing others with tasks that are easily completed without assistance.

Name:

Empathy

Empathy understanding, appreciating how others feel

86



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. Tim, your result indicates that empathy might be difficult for you to display consistently. You may find it hard to step into someone else's shoes, particularly when your view is radically different. While you may prefer to remain slightly detached, this may be at the expense of creating collaborative relationships. With a result such as yours, you may find:

- when you make decisions, you are more focused on facts than others' feelings/reactions.
- you misread others' thoughts and emotions.
- it is difficult for you to articulate another's perspective.
- others' emotions often elude you or catch you by surprise.

Impact at Work

Emotional Implications. Underusing Empathy puts you at risk in all other interpersonal skill areas. You may be seen as shallow if you do not genuinely relate to others' feelings. Also, failing to seek out how coworkers feel about a decision means you may miss valuable emotional data, leaving you only half prepared to make a decision with only hard facts and no predictions for resulting emotional reactions.

Social and Behavioral Implications. Because you may have difficulty understanding how others feel, you run the risk of damaging otherwise effective working relationships. For instance, when it comes to resolving conflict, managing change, or making tough decisions, if you fail to take into account colleagues' feelings, you leave them feeling alienated and undervalued. Additionally, you cannot predict how others will accept change if you cannot address the emotions they are experiencing (e.g., fear or excitement). Engaging in active listening and mirroring body language can go a long way toward improving how you are perceived and your level of understanding for the other person's experience.

Strategies for Action

Active Listening. Active listening is about being able to repeat back, in your own words, what the speaker has said. Those with high empathy can do this even if they do not agree with what the speaker is saying.

- In general, listen more than you speak at work. Try it in your next meeting and record the approximate amount of time you spent listening versus speaking.
- When you find yourself jumping in to speak, stop, listen, and reflect back what you have heard before offering your thoughts/opinion.

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 Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy(86) ↔ **Emotional Self-Awareness(98)**

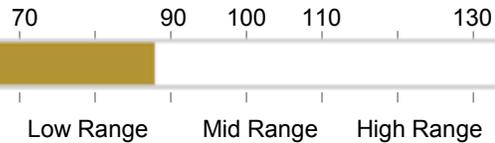
Your Empathy is lower than your Emotional-Self Awareness. To balance these components, make sure you do not over-focus on your own feelings, and don't assume that others feel the same way as you do. Reach out as often as possible to ask your team members how things are going or how they feel about a decision.

Name:

Social Responsibility

Social Responsibility social consciousness; helpful

88



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. Tim, your result suggests that you are more often self-aspiring than you are truly altruistic, often putting your interests ahead of others'. While certain situations require you to look out for number one, constantly obliging your own needs gives the impression that you are more of an individual achiever than a team player. Based on your result, you may:

- entertain more individualist views than collectivist views.
- be more competitive than collaborative when working as part of a team.
- see yourself as separate from most societal or organizational issues (e.g., global warming or employee morale).

Impact at Work

Emotional Implications. Your lower Social Responsibility allows your emotions to get the better of you in two ways. First, if you are not strongly compelled to take responsibility for others, you may harm relationships by expressing emotions you would have otherwise controlled or dampened. Second, if you don't often help others with their struggles you won't know how tough others have it, thus overreacting to your own struggles.

Social and Behavioral Implications. Your infrequent socially responsible actions could mean you put your individual needs and objectives ahead of your team's goals. Although there is a time and a place for making "you" the priority, it is important to recognize that your colleagues may not see you as a team player or at least someone who is concerned with achieving common goals. Losing sight of your organization's goals and broader vision may compromise your ability to effectively contribute to the greater good.

Strategies for Action

Be a Contributing Member. Although we are often required to work in teams to accomplish organizational goals, when we don't agree with the philosophies or procedures that are required to meet these goals we can find ourselves contributing less than we should.

- If you are lacking commitment to your team, identify needs/goals that are common to all teammates. Be creative; come up with goals that might be supportive of, but not the same as, the overall team objective.
- Determine which needs/goals you believe in, are inspired by and can contribute to. Talk to the team or a manager about the barriers you see, but also show your willingness to contribute by bringing solutions.

Gaining a Broader Perspective. What have you done recently to help people who need a hand?

- Research two ways that you could support a cause that you care about (e.g., health and wellness in the workplace, child poverty, a political party, employee morale).
- Write down what you want to learn from each experience. How will you gain a new perspective on your life? For example, if you are struggling financially donate your time at a homeless shelter to gain a new perspective on what it means to be without.

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 Self-Actualization. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Social Responsibility(88)  **Self-Actualization(99)**

Your Social Responsibility is lower than your Self-Actualization. To balance these components, time should be allocated to those in your social groups and the greater community. Sometimes it is easy to align your own interests with the interests of society. For instance, if you love playing golf, consider donating your time to coaching or hosting a charity golf tournament. Or share your talents and expertise in your organization with activities that support corporate social responsibility (e.g., charity advisory boards).

Name:

Problem Solving

Problem Solving find solutions when emotions are involved

89

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. Tim, this is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made. You may find yourself overwhelmed with the responsibility of making a decision, thus delaying the process of arriving at a timely conclusion. Your result indicates:

- you may prefer others to make decisions for you.
- you may struggle to keep a clear focus on the problem at hand.
- much of your time and energy is spent worrying about decisions rather than trying to solve them.
- you may feel as if you have little control over the outcome of the process.

Impact at Work

Emotional Implications. You are likely derailed by your emotions when it comes to decision making. Rather than leveraging the impact an emotion can have on your ability to solve a problem, you fall victim to your own emotions, such as worry, anxiety, and fear. You may end up feeling paralyzed, exerting effort into worrying about a problem rather than generating the most effective emotion to help you solve it.

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

Strategies for Action

Define A Problem. By keeping your focus entirely on the definition of the problem, you can eliminate the tendency to worry about everything extraneous to the issue (e.g., the problem's history).

- Write down a precise and objective definition for a problem you need to solve (i.e., just like it would appear in a dictionary without including your subjective thoughts/language).
- Keep this definition in a place where you can be reminded of it daily. Without any emotional terms, this problem is now simply a task like any other on your to-do list and should be tackled in small steps.

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

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

Balancing Your EI

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

Problem Solving(89)

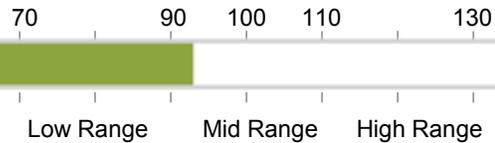
Your Problem Solving is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Problem Solving with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

Name:

Reality Testing

Reality Testing objective; see things as they really are

93



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Reality Testing(93)  Self-Regard(103)

Your Reality Testing is lower than your Self-Regard. When these two areas are working in harmony, your self-evaluation is based on objective information. It comes from having clear goals, and basing your self-assessment on the attainment of those goals. The best practical outcomes often come from utilizing strengths. Weaknesses can be recognized and improved upon by paying attention to feedback, and by analyzing the causes when something goes wrong.

Name:

Impulse Control

Impulse Control resist or delay impulse to act

106



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. Tim, your result shows someone who is generally able to resist or delay impulses to act. Your stable nature helps to put people at ease; coworkers will feel that they can predict your behavior and will open communication channels with you. Your result may indicate a tendency to:

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Impulse Control(106) ↔ **Flexibility(80)**

Your Impulse Control is higher than your Flexibility. These facets work most effectively together when you can embrace change, while being in control of your impulses and temptations. Good impulse control can alleviate susceptibility to impetuous change, but should not inhibit you from embracing change that is well planned and positive.

Name:

Flexibility

Flexibility adapting emotions, thoughts and behaviors

80

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. Tim, 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 organizational 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 Behavioral Implications. You may have difficulty adapting your emotions, thoughts, and behaviors 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 Impulse Control. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(80)  Impulse Control(106)

Your Flexibility is lower than your Impulse Control. When working most effectively together, impulse control will prevent you from making changes that are rash and unjustified. It should not, however, prevent you from making changes that are worth making even if they entail some risk. A good balance of these components will allow sensible changes to occur in a thoughtful way.

Name:

Stress Tolerance

Stress Tolerance coping with stressful situations

82

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. Tim, your result indicates that often your attempts to cope with stress are associated with feelings of anxiety and nervousness. Your repertoire of coping strategies may be limited and it is likely you have difficulty choosing the appropriate strategy for the situation. Some characteristics of your result are:

- emotions may get in the way of your ability to cope with stress.
- areas of EI weakness are often apparent during times of stress.
- pressure or competition at work is likely to hinder your performance.

Impact at Work

Emotional Implications. Being low in Stress Tolerance gives your emotions the opportunity to take control of you. This can compromise your ability to think clearly and select a coping strategy in response to stress. You may not be able to manage your emotions and use them to your advantage. For example, recognize that a positive emotion could help you brainstorm solutions to help alleviate your stressful situation.

Social and Behavioral Implications. The way in which one copes with stress varies from person to person. Given your result, you may display an angry or agitated disposition, and become heated or overly emotional in difficult situations. As a result, others may see you as fragile or unable to handle tough news. How often do you think the truth is withheld from you due to your reduced tolerance for stressful circumstances? You may also respond to stress by becoming withdrawn, showing little energy or emotion. In either case, you run the risk of isolating yourself from the support of close relationships, further compounding the stress in your life. Watch for a tendency to develop nervous habits, overeat or sleep excessively, isolate yourself from others, neglect responsibilities, or use of drugs or alcohol.

Strategies for Action

Finding Control. Perceiving that you have control over a situation is one of the greatest alleviators of stress and its harmful side effects (e.g., high blood pressure).

- Coping strategies will help arm you with personal control and power over stress. Research coping strategies that you see your peers use and keep a log of all strategies you can use to combat your next stressful situation.
- Having a physical reference point, like this list of strategies, will help give you control by providing you with a choice of coping options.

Social Buffer. Friends, family and close work peers can provide a buffer from the effects of stress on your well-being. Reminding yourself of the social resources at your disposal can arm you with coping strategies to draw upon when stress appears.

- Take inventory of the resources (e.g., friends, colleagues) you have at your disposal and the strengths each brings to your relationship.
- Identify how each person can help you to better cope with stress. For example, while a friend may run with you to take your mind off of a stressful day, a close colleague might be able to actually provide a solution as she knows your workload better.

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(82)

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.

Name:

Optimism

Optimism positive attitude and outlook on life

95



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. Tim, 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 Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism(95) [↔](#) Interpersonal Relationships(78)

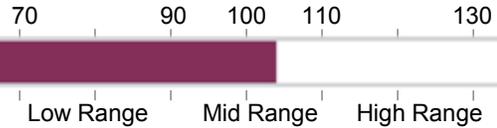
Your Optimism is higher than your Interpersonal Relationships result. Balancing optimism with well developed interpersonal relationships can help you to remain positive and realistic. Also, by using your interpersonal relationships effectively, you can get important feedback to help keep your optimism grounded.

Name:

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

Tim, 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 Interpersonal Relationships. Directing development efforts here could strengthen your level of Happiness.

Self-Regard (103)

Happiness is a by-product of believing in oneself and living according to your own values. Although you have good self-regard, there are times when you may doubt yourself, creating feelings of unhappiness. Strengthening self-regard may help to enhance life satisfaction and well-being.

- Reflect on past accomplishments to identify skills that enabled you to be successful.
- If you could improve one facet of your life, what would it be? Why?

Optimism (95)

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 (78)

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

- Who are your closest friends and family members? How likely are you to confide in them? Why or why not?
- How often do you interact with others to complete a 'transaction', instead of having a meaningful interaction?

Self-Actualization (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-actualization, but further development in this area will help to promote feelings of achievement and overall happiness.

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

Name: _____

Action Plan

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

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

I commit to this action plan _____
(signature)

Name: _____

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 _____