



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

WORKPLACE

REPORT

Rhonda Hamilton

May 13, 2011



EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

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



SELF-EXPRESSION

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

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

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

DECISION MAKING

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

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

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

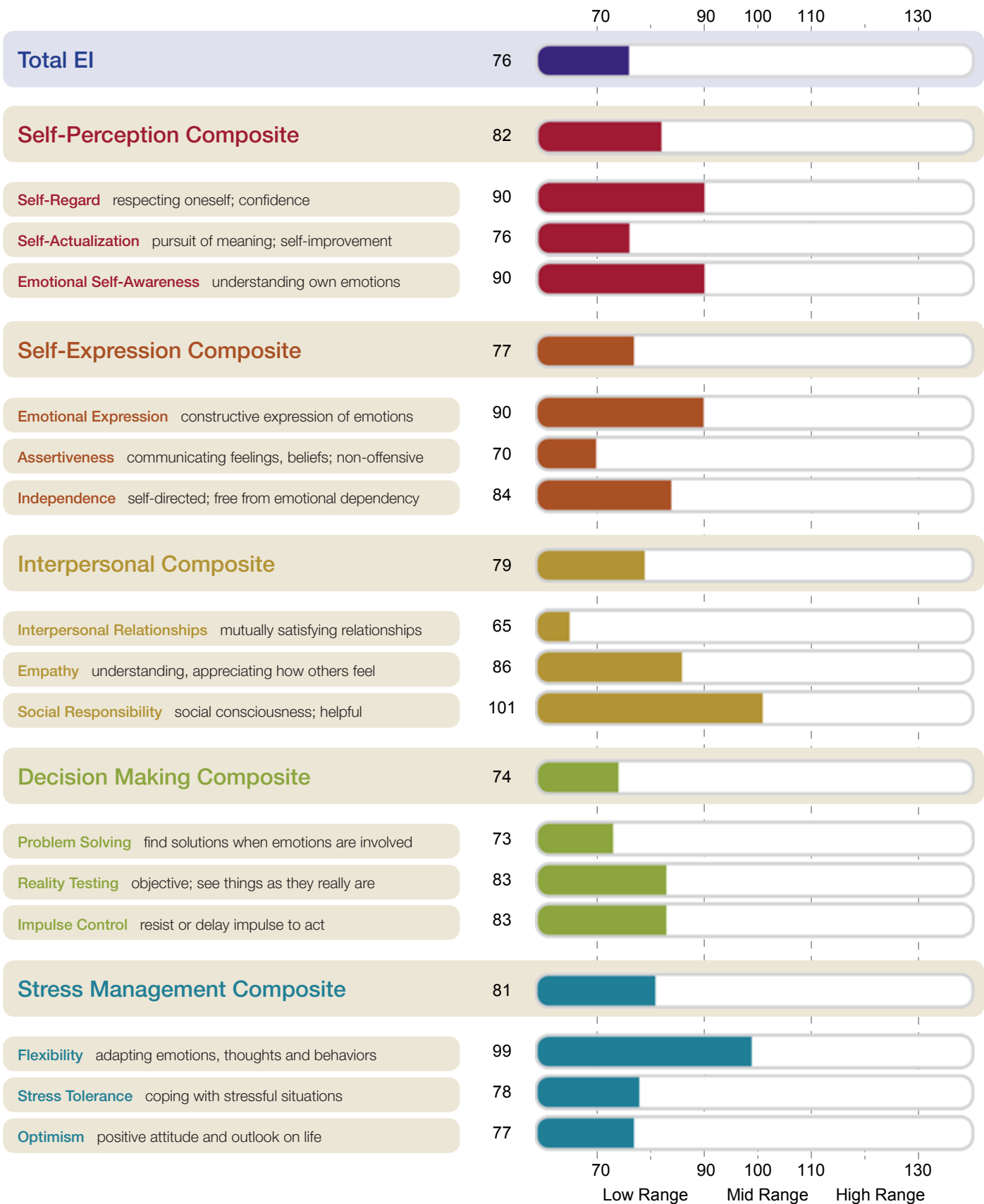
INTERPERSONAL

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

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

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

Overview of Your Results



Self-Regard

Self-Regard respecting oneself; confidence

90

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Rhonda, 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.

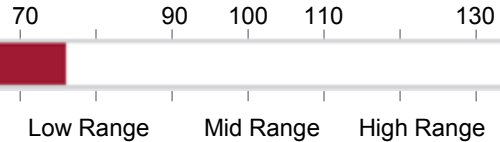
Self-Regard(90)  Problem Solving(73)

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.

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement

76



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. Rhonda, your result indicates that you may not find your work fulfilling, nor do you make good use of your strengths. While you likely meet your performance objectives, your score could mean that you go through the motions of your job without the extra effort to enrich your skills and experience. Your result may mean that:

- you have untapped strengths that you wish you had the opportunity to use.
- the goals you set may be attainable but are unlikely to be real stretch goals for you.
- you focus more on day-to-day tasks and less on strategic, big-picture plans.

Impact at Work

Emotional Implications. If you do not find satisfaction in your work then you likely have to “fake” your enjoyment everyday. This emotional labor (feeling one emotion on the inside but displaying a different emotion) is one of the leading causes of job stress and emotional exhaustion. You owe it to yourself to identify activities of real interest—ones that make you a better person—and integrate them into work and your personal life.

Social and Behavioral Implications. People who score low on Self-Actualization fail to leverage their personal strengths and often appear to be disengaged and acting without a plan. While you may accomplish your performance objectives, you rarely set your sights higher than the minimum required for successful performance. This contributes to you being seen as lacking drive or vision to achieve something greater than the current state, and may result in reduced responsibilities or leadership opportunities.

Strategies for Action

Discover Your Passion. Identifying interests and causes that you are truly passionate about will provide the direction and purpose in your life that you may be missing.

- What do you love doing in your job? With family/friends? In the community? On your own? If you are unsure of the answers, meeting with a career/life counselor or taking a career inventory may provide insight.
- Examine your schedule over the last few weeks to determine how much time you spent doing things you enjoy.
- Make one or two changes that will enable you to spend more time on what you enjoy. You will need to be creative; start small, changing your schedule in 15-minute increments to slowly integrate enriching activities.

Seek New Responsibilities. Self-Actualized people put their strengths to good use, personally and professionally.

- When was the last time you said “*I am good at doing that, I should do more of it*”? Take just one strength and seek out an opportunity to leverage it. This new responsibility could be formal (e.g., a leadership role on a project), or informal (e.g., organizing a fundraiser).
- Look at your schedule objectively; remember, self-actualized people have the same number of hours in a day as you do!

Balancing Your EI

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

Self-Actualization(76)  Self-Regard(90)

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

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions

90

70 90 100 110 130

Low Range Mid Range High Range

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. Rhonda, 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 Stress Tolerance. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Self-Awareness(90) ➔ Stress Tolerance(78)

Your Emotional Self-Awareness is higher than your Stress Tolerance. When these scales work well together, you are able to recognize 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 behavior when under stress.

Emotional Expression

Emotional Expression constructive expression of emotions

90

70 90 100 110 130

Low Range Mid Range High Range

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. Rhonda, 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 Behavioral 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(90) ➤ **Interpersonal Relationships(65)**

Your Emotional Expression is higher than your Interpersonal Relationships result. The expression of thoughts and feelings can be invaluable to maintaining meaningful and reciprocal relationships. Be attentive to how your words, tone, and body language can influence colleagues to maximize the effectiveness of your interactions with them.

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

70

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

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

- you are seen as supportive (of everything) and a team player, but at the expense of standing up for your beliefs.
- you play the role of “observer” in meetings or discussions.
- you have a lot to contribute, but feel defeated when no one hears your good ideas.
- you work harder than most because you struggle to clearly articulate to others what you need.

Impact at Work

Emotional Implications. Your tendency to keep thoughts inside may lead you to feel exhausted, frustrated, or even angry that you are on your own dealing with your unvoiced opinions. You may ruminate over bad decisions made, the “crazy” plan that someone created, or that coworker who took credit for your work. It’s as if all this occurred without your approval or your input, and yet you are left wanting to say so much.

Social and Behavioral Implications. Your level of assertiveness suggests that you have a tendency to act passively and have difficulty communicating feelings, beliefs, and thoughts openly. Your lack of assertiveness may prevent you from motivating others to achieve individual and team goals, effectively dealing with conflict, and obtaining adequate resources for effective job performance. You could also be seen as lacking initiative, particularly if you are low in independence. Your great ideas may stay hidden from your team and as a result you will not be as enthusiastic or committed to others’ ideas/directions (because you have something better in mind).

Strategies for Action

Overcoming Fear. A common reason for overly passive behavior is the fear of losing something as result of speaking up.

- Identify the last three times you were passive (meetings are great places to start). Then, brainstorm all the possible positive and negative results that could have occurred had you been more assertive.
- Most of our fear comes from an exaggeration of bad consequences. Think of situations where the good consequences outweighed the bad. Identify when similar situations will be occurring in future. These will be relatively safe opportunities for you to practice being more assertive.

Have a Goal in Mind. Try setting a small goal before you go into an assertive situation. When you are clear upfront on what you want to achieve, it is easier to assert yourself.

- Leverage the skills that you would normally use to get the job done (e.g., motivation, drive, technical skills, goal setting) to set a small goal for the conversation. Tie this smaller goal to a larger performance objective so you know something bigger is at stake. For example, “I will tell my manager today that customer service errors are angering my top customers. She won’t be happy, but if I don’t speak up we may lose these key accounts.”

Balancing Your EI

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

Assertiveness(70) < Emotional Self-Awareness(90)

Your Assertiveness is lower than your Emotional Self-Awareness. Creating balance here will enable you to better use emotional information to guide your assertiveness. When you have strong feelings about something, you should be more inclined to behave assertively. When you feel less strongly, you can back off.

Independence

Independence self-directed; free from emotional dependency

84

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Rhonda, being independent means that you are capable of feeling, thinking, and working on your own. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. In your work environment, this can be particularly obvious when you need to make decisions. Although there is nothing wrong with consultation, regularly passing on the role of primary decision maker could be seen as emotional dependency. Consider the following interpretation of your results:

- you like guidance and direction from others on how to do your job.
- you prefer to defer decision making to someone else.
- you see yourself as a supportive follower, you go “with the grain”.

Impact at Work

Emotional Implications. Think of independence as the stage for showcasing your other EI abilities. If you are unable to think or act freely, you are less likely to demonstrate to your colleagues that you have other strengths in EI. You may have many great qualities, but others are unlikely to notice them.

Social and Behavioral Implications. Your score on Independence suggests that you are susceptible to the influence of your colleagues and superiors. Although you have a marked preference for working with others and making decisions in collaboration with coworkers, your reliance on these people suggests that you might be resistant or uncomfortable if required to work autonomously. In conversations or meetings, you may find yourself adopting the same emotions as others in the room or easily conforming to others’ decisions. While this can give the impression of being a great team player, it is at the expense of you putting forth your own independently generated ideas.

Strategies for Action

Stop the Self-Talk. Self-talk, that voice inside your head, can both motivate you and discourage you from being independent. If your self-talk is filled with fear of making mistakes or thoughts of self-doubt, you will be unlikely to take independent action. The next time you find yourself making excuses for why you shouldn’t act/decide on your own, write down arguments against each of your self-talk excuses. For example: “What if I make the wrong decision?”—“Well, I have consulted subject matter experts and completed my own research, so I am well informed. And if it is the wrong decision, then the worst that will happen is ____”.

Holding Yourself Accountable. When you need to make a decision, build in personal accountability by stating to others that you will be the primary decision maker and that you are gathering input to be well informed prior to making the decision.

- By simply stating up front that you are the final decision maker, you will be less likely to pass the buck to someone else for the final decision.
- You can still gather information and feedback prior to making the decision; just be aware that no one is going to give you the answer—you need to do that on your own.

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(84) ➔ **Interpersonal Relationships(65)**

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

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

65

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Rhonda, 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(65) ↔ **Independence(84)**

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.

Empathy

Empathy understanding, appreciating how others feel

86

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Rhonda, 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. Achieving balance between these subscales can enhance emotional functioning.

Empathy(86)

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

Social Responsibility

Social Responsibility social consciousness; helpful

101

70 90 100 110 130

Low Range Mid Range High Range

What Your Score Means

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. Rhonda, your result suggests that you are generally altruistic in your efforts and act as a contributing member of the groups to which you belong (e.g., team, company, volunteer groups, community). However, there is always room for refinement as there are times when you do not recognize the needs of the larger group. Based on your result, you:

- are socially conscious and generally concerned with others' well-being.
- identify with, and see yourself as part of your team, your organization, and your community.
- feel a sense of fulfillment from helping others.

Impact at Work

Emotional Implications. Your level of social responsibility suggests you balance focusing on yourself with a focus on others. This means that you can put your own frustrations and resulting emotions into perspective as you have gained an appreciation for the difficulties others are facing. However, there is still room to grow your emotional experience by helping others in ways you haven't tried before.

Social and Behavioral Implications. It is likely that you uphold the moral and ethical compass within your organization and regularly place your team's goals ahead of your own personal agenda. You act in a responsible manner, taking care to ensure that any negative consequences of your actions are minimized. Although you can still be even more socially responsible, overall you appear to be a cooperative and contributing member of your workplace and community.

Strategies for Action

Your Active Roles. Make a list of all the active roles you assume. Try to come up with roles that are beyond your traditional family and professional titles (e.g., political volunteer, soccer coach, religious devotee, environmental advocate, blood donor).

- Look for areas where you have gaps in your active roles. For example, are you more "socially responsible" at work than you are in your community, or vice versa?
- Create for yourself a new role with a group of people or with a cause that you have not previously engaged in.

Taking the Initiative. Identify two or three charities, nonprofit organizations, or causes to which you feel a connection.

- While brainstorming, record several activities that you can engage in to help at least one of these organizations. Write down what outcomes you expect to see from engaging in each activity. Ensure these outcomes increase your responsibility to the organizations or people and aren't just about making yourself feel good.
- Create a plan and a time frame and if possible, share these details with someone who can hold you accountable to follow through on them.

Balancing Your EI

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

Social Responsibility(101) ➤ **Interpersonal Relationships(65)**

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

Problem Solving

Problem Solving find solutions when emotions are involved

73

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. Rhonda, 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. The subscale that differs the most from Problem Solving is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

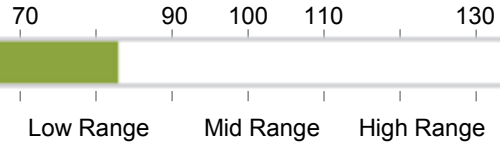
Problem Solving(73) ↔ **Flexibility(99)**

Your Problem Solving is lower than your Flexibility. To balance these areas, consideration should be given to alternate solutions, but once a course of action is chosen it should be implemented with commitment. Ideally, you want to remain open to changing your plan when required, but doing so too frequently without due cause can be inefficient over the long-term, and create confusion for those around you.

Reality Testing

Reality Testing objective; see things as they really are

83



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. Rhonda, your result suggests that you often lose your objectivity in favor of seeing things how you wish them to be. Decisions you make and interactions with others could all be based on unrealistic information that has been colored by your biases. Your result suggests:

- you tend to view a situation from only one perspective.
- you set goals and objectives that are seen as unrealistic to those you work with.
- overly positive (extreme happiness) and negative emotions (high anxiety) may color the way you view a situation or make it difficult to focus.

Impact at Work

Emotional Implications. Your ability to accurately assess another’s emotional state or a situation may be skewed by your underdeveloped Reality Testing skills. You may fall victim to gathering information that fits your preexisting assumptions, finding evidence to support what you want to see versus what actually exists.

Social and Behavioral Implications. When your emotions or personal biases prevent you from remaining objective, you may be compromising your credibility in the eyes of your colleagues. In business today, you must walk the fine line between setting lofty stretch goals and realistic, achievable goals that everyone can commit to. You gravitate toward the unrealistic side of this line and as a result pursue goals that others would consider far-fetched and misaligned with the operating environment. In extreme cases, your perception of reality may cause impairment in work functioning as you tend to see situations as you wish them to be rather than as they truly are.

Strategies for Action

Stop the Self-Talk. Reducing the irrational self-talk that clouds your judgment will help strengthen Reality Testing.

- When you are required to make a decision, size up a situation, or give advice, go through a mental SWOT analysis as soon as you find yourself relying on preexisting assumptions (e.g., “I’ve had bad experiences with consultants, so I am sure this new consultant will be even worse.”).
- Find evidence for strengths, weaknesses, threats, and opportunities. Then ask a trusted colleague to go through the same SWOT process to make sure that what you identified is confirmed by an outside source.

Practical Actions. Breaking a problem or decision down into small, practical steps can help you 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.

Balancing Your EI

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

Reality Testing(83) ↔ Problem Solving(73)

Your Reality Testing is higher than your Problem Solving. Balancing these components requires attention to emotional information that can lead to timely decisions. Reality Testing is about being grounded and practical, however the best solutions involve integrating objective information with people factors, negotiating and managing emotional responses, and taking swift action when needed.

Impulse Control

Impulse Control resist or delay impulse to act

83

70 90 100 110 130

Low Range Mid Range High Range

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. Rhonda, your result shows someone who is more often impulsive and impatient than composed and controlled. You may respond in unpredictable ways to your emotions, making your coworkers uncertain as to how you will react. Your result may indicate a tendency to:

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

Impact at Work

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Impulse Control(83) ↔ **Flexibility(99)**

Your Impulse Control is lower than your Flexibility. It is important to remain open to new ideas and change, as long as changes are not made haphazardly without proper thought to the implications of the changes. Creating a balance between Impulse Control and Flexibility can result in more efficient and effective actions.

Flexibility

Flexibility adapting emotions, thoughts and behaviors

99

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. Rhonda, you appear to be accepting of change and shifting priorities in your workplace. You embrace learning new things and remain open to others' opinions and new ways of thinking and doing things. While you likely value progress and innovation, there are some situations where you stick to your tried and true methods, preferring predictability over spontaneity. Some indicators of your result are:

- a willingness to respond to changes in the workplace (e.g., structural changes, new technology, evolving market needs).
- an inclination to enjoy change and find it refreshing.
- hesitation to change at times, most likely when you are under stress or feeling anxious.

Impact at Work

Emotional Implications. Your Flexibility suggests that although you frequently adapt your thoughts, emotions, and actions, there are still times when your emotions prevent you from accepting change. For many businesspeople, being a specialist in one's profession is a lifetime pursuit, but keep in mind that it also creates an inherent rigidity. Your emotional attachment to "your ways" can prevent you from adapting to changes in the business.

Social and Behavioral Implications. Your result suggests you can tolerate change and may even thrive when change is required. Your tolerance for change is likely welcomed by your organization and is a desirable skill in today's fast-paced and progressive culture. You may be seen as a champion of change, promoting the benefits of adjustment, and garnering buy-in from your peers. While there are some moments where you prefer sticking with the status quo, this is something that could be easily improved upon in your case.

Strategies for Action

The Plastic Brain. Research suggests that our brains have a lifelong plasticity, that even in adulthood we can learn complex things. Why then has it been so long since we attempted to learn something completely new?

- The key is to move outside of your area of expertise and begin to learn something entirely new (e.g., learn a new language, take fencing or cooking lessons, learn to grow an organic garden) and accept the arduous practice and mistakes that come with taking on a new skill. (Remember learning how to ride a bike?)
- Once you start attaching positive emotions to the small successes you experience in this new area, you will find yourself becoming even more accepting of change in other areas of your life.

Ask for Help. When you find yourself being resistant to change, take some time out to solicit the opinions of trusted coworkers and embrace their views on a particular problem and how they would approach it. Particularly under stress, you may find yourself going down the same road you always travel, but if you take the time try out even one new strategy or technique, you will broaden your skill base and enhance your ability to cope with change.

Balancing Your EI

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

Flexibility(99)  Problem Solving(73)

Your Flexibility is higher than your Problem Solving. It is good to be open to change and to consider options, as long as you don't get stuck making a decision or postponing action. The best decisions usually involve proper consideration of alternatives, and the ability to act when needed.

Stress Tolerance

Stress Tolerance coping with stressful situations

78

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. Rhonda, 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. The subscale that differs the most from Stress Tolerance is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

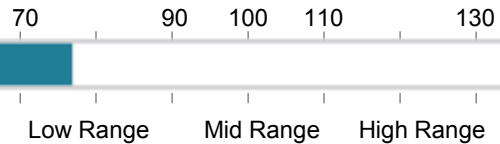
Stress Tolerance(78) ⚡ Flexibility(99)

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

Optimism

Optimism positive attitude and outlook on life

77



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. Rhonda, your result indicates that you are less optimistic than most, perhaps with a more pessimistic attitude toward work and other people. Some characteristics of your result are:

- you tend to see the world with a “glass half-empty” approach.
- you expect and plan for the worse, feeling better when contingency plans are in place.
- your goals and performance targets are likely very conservative.
- you’re not as hopeful about the future as most.

Impact at Work

Emotional Implications. Less optimistic people like you may place more emphasis on negative emotions than on positive ones. This means you aren’t attending to the whole spectrum of emotions you could experience when something goes wrong. The implication is that you become more comfortable with being upset or angry at your own faults than you are with being excited about the challenge of overcoming an obstacle.

Social and Behavioral Implications. Your less optimistic disposition may be discouraging to colleagues, especially during times of brainstorming, creativity, and blue-ocean thinking. You may focus on the negative aspects of an idea, rather than allowing the team to contemplate it for its merits. While your team may benefit from moments where you play the role of “devil’s advocate,” doing so too frequently dampens innovation and goal setting. Optimism allows you to look toward the future, particularly when times get tough. Watch that you aren’t pulling yourself and your team into the dregs of the current situation by not communicating a compelling vision for what the future could hold.

Strategies for Action

Realistic Optimism. You are halfway to becoming an optimist; you already have a keen eye for the worst-case scenario, now you just need to define the best-case scenario!

- This can take a long time to change, but it is possible.
- Every time you find yourself preparing for or fearing the worst possible outcome, write it down and put it away.
- Then, write down the best, yet realistic, outcome. Plan for this instead. Talk about this as if it is the future. Seek feedback from your colleagues about how realistic this situation is.
- After all your planning is done for the best outcome, only then should you consider the worst possible scenario and plan for it (if you even think it is still a possibility).

Vicarious Optimism. When the chips are down and things aren’t going well, it is often helpful to reflect back to a time when you have overcome a similar challenge in the past. However, there are times when our personal experiences aren’t enough. An alternative strategy is to identify with someone—a friend, colleague, or even someone in the media—who has faced a similar challenge and successfully navigated their way through it. If they can do it, so can you!

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.

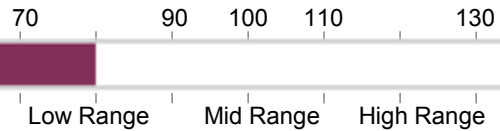
Optimism(77)  Self-Regard(90)

Your Optimism is lower than your Self-Regard. To balance these components, take time to reflect on past accomplishments while setting appropriate goals for personal achievement, thus creating a strong outlook for the future.

Well-Being Indicator

Happiness satisfied with life; content

80



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

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

- experience periods of apathy or discontent.
- view life as being all about work and not play.
- withdraw from social situations, friends and colleagues.

Self-Regard (90)

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 (77)

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

- Take an inventory of the good in your life. Make a list of all things positive, personal, and permanent, celebrating even the smallest aspects.
- Identify two strategies that can help you to better cope with setbacks.

Interpersonal Relationships (65)

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 (76)

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

- If you could write a story about your life, what would you want it to say? Are your daily actions telling this story?
- What legacy will you leave behind?

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)

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 _____