



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

WORKPLACE

REPORT

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Created by Penumbra Group

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PENUMBRA
TALENT MANAGEMENT SOLUTIONS

 **MHS**

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EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

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

Self-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.

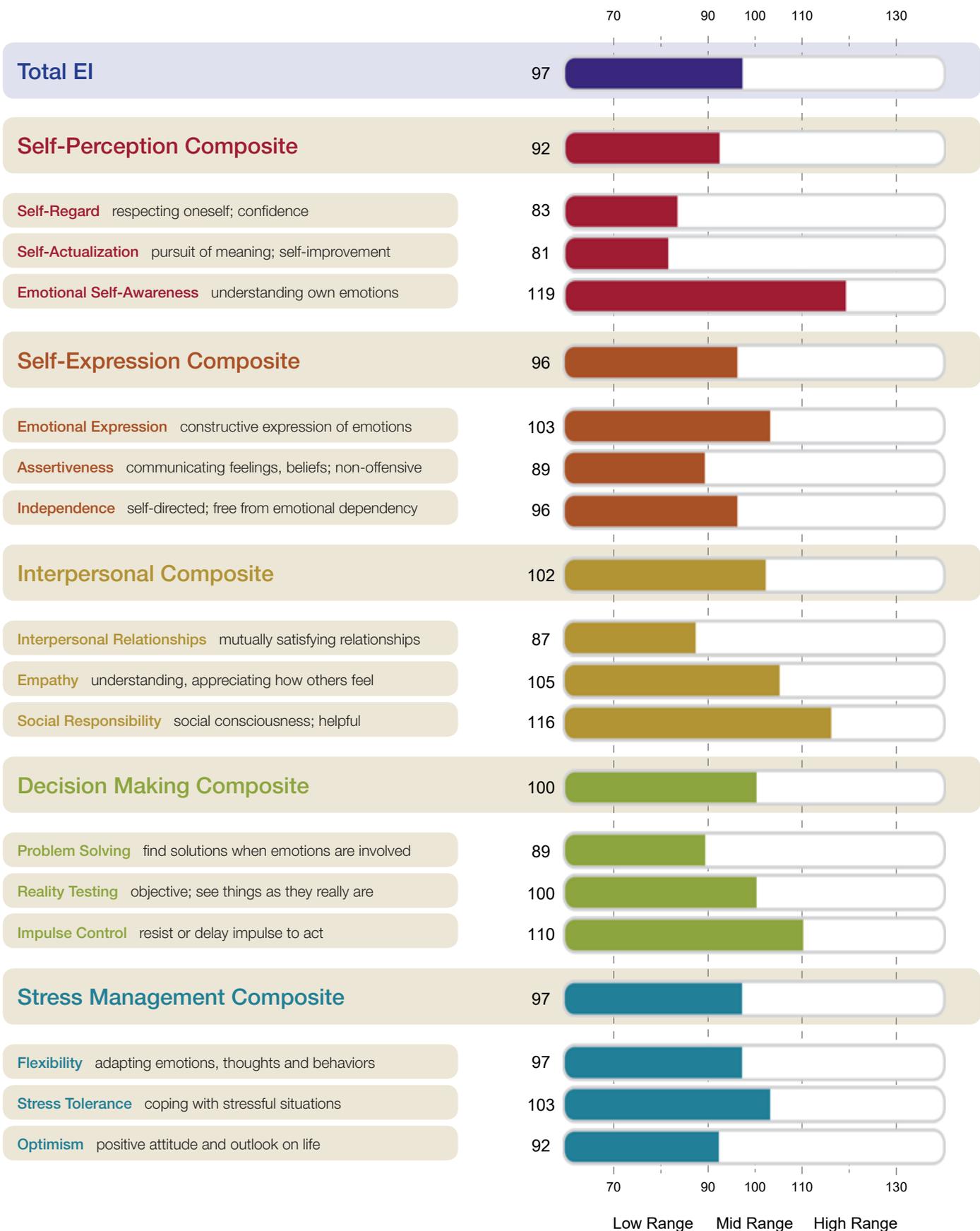
INTERPERSONAL

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.

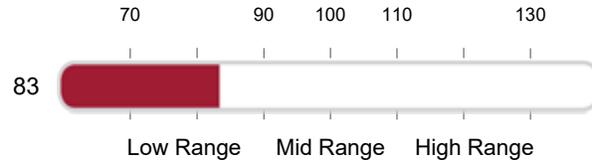
Social Responsibility is willingly contributing to society, to one's social groups, and generally to the welfare of others. Social Responsibility involves acting responsibly, having social consciousness, and showing concern for the greater community.

Overview of Your Results



Self-Regard

Self-Regard respecting oneself; confidence



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

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

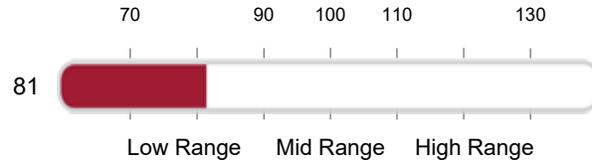
See it, Think it, Do it. Low self-regard can be visible to your peers, so in addition to developing self-regard on the inside, you also need to consider how you represent yourself to others. When you feel self-doubt creeping in:

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

Notes

Self-Actualization

Self-Actualization pursuit of meaning; self-improvement



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. Jon, 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.

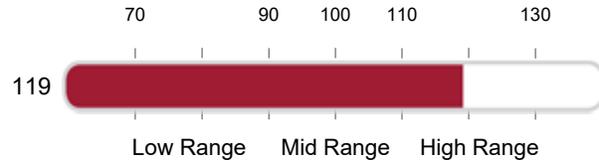
Seek New Responsibilities. Self-Actualized people put their strengths to good use, personally and professionally.

- 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!

Notes

Emotional Self-Awareness

Emotional Self-Awareness understanding own emotions



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. Jon, your result indicates that more than most people, you are conscious of your emotions and the impact they have on your performance. It is likely that:

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

Impact at Work

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

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

Strategies for Action

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

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

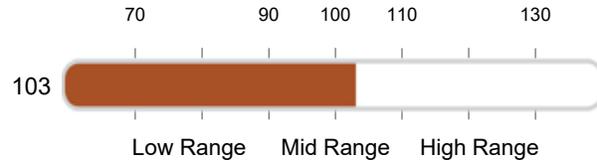
Managing Your Emotional Radar. You pick up on emotions faster than most people, so when you experience an emotionally charged situation at work, make sure you are not always the first one to comment on what emotion you are sensing.

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

Notes

Emotional Expression

Emotional Expression constructive expression of emotions



What Your Score Means

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Jon, 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.

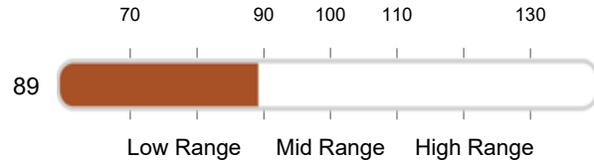
Expression Check-In. Use your skills in empathy, interpersonal relationships, and emotional self-awareness to watch others' responses when you express emotions.

- 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!

Notes

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive



What Your Score Means

Picture a line between the words *passive* and *aggressive*. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Jon, 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.

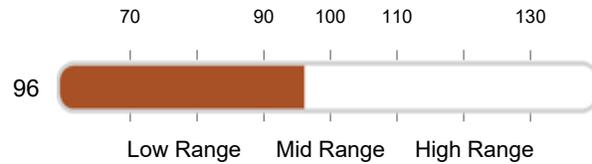
Have a Goal in Mind. Try setting a small goal before you go into an assertive situation. When you are clear upfront on what you want to achieve, it is easier to assert yourself.

- 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.”

Notes

Independence

Independence self-directed; free from emotional dependency



What Your Score Means

Jon, 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.

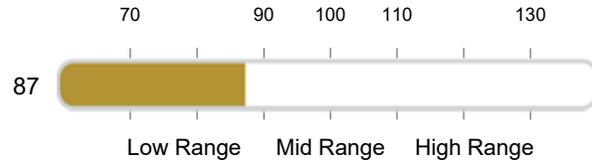
Predict Reactions. To further develop your Independence, it is important to identify situations where you remain overly tied to what others think (particularly if your Interpersonal subscales are high, you may be inclined to follow the team to avoid conflict or bruised relationships).

- 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.

Notes

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships



What Your Score Means

Jon, 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.

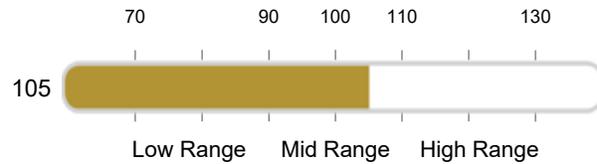
Learn Your Comfort Zone. Try identifying social situations where you are most comfortable and replicate your behavior when you are at ease to other less comfortable situations.

- 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.

Notes

Empathy

Empathy understanding, appreciating how others feel



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. Jon, your result indicates that you are generally an empathic person who is able to grasp what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable and open team member with whom coworkers feel safe sharing thoughts and ideas. With a result such as yours you may find:

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

Impact at Work

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

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

Strategies for Action

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

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

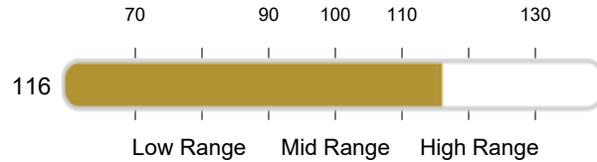
Connecting on a Personal Level. If you know colleagues on a personal level you will better understand what impacts their emotions and be in a better position to see situations from their perspective.

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

Notes

Social Responsibility

Social Responsibility social consciousness; helpful



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. Jon, your result suggests that you are highly altruistic in your efforts, taking most, if not all, opportunities to help others. Your concern for societal issues is demonstrated through the selfless contributions you make, both at work and in your community. Based on your result, you:

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

Impact at Work

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

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

Strategies for Action

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

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

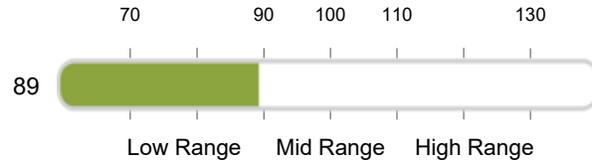
Inspiring Initiative. Inspiring others to be socially responsible can create an overall feeling of meaning and charity in the lives of others while fueling your passion for contributing towards the greater good.

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

Notes

Problem Solving

Problem Solving find solutions when emotions are involved



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. Jon, 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.

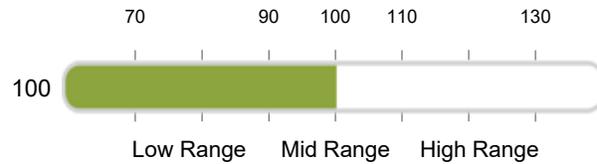
Watch Your Limit! Our brains typically handle seven chunks of information, whether we are memorizing or deciding between many options; seven seems to be the maximum amount of information we can effectively manage.

- 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.

Notes

Reality Testing

Reality Testing objective; see things as they really are



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. Jon, 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.

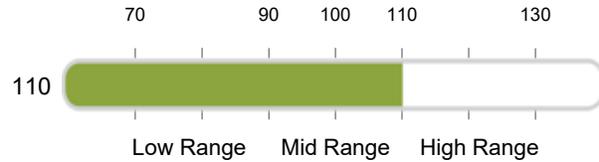
Fearing the Worst, or Sugarcoating Reality? Under times of stress you may rely less on your reality testing skills and fall victim to fearing the worst-case scenario or sugarcoating reality.

- 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.

Notes

Impulse Control

Impulse Control resist or delay impulse to act



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. Jon, your result shows someone who extensively controls their emotions and impulses to act. Your highly stable nature helps to put people at ease; coworkers will feel that they can easily predict your behavior or mood and will be more likely to open communication channels with you. Your result may indicate a tendency to:

- be deliberate and apt to survey a situation before making a decision.
- be patient and calm even when provoked.
- be able to think before you act; you rarely regret what you have said or done.

Impact at Work

Emotional Implications. Your emotions are often expected visitors: you experience them, learn from them, and then take action based on this emotional knowledge. This deliberate use of emotions means you give yourself lots of time to understand how you feel and then determine what is the required action.

Social and Behavioral Implications. Your ability to remain focused, delay temptation, and avoid making rash decisions has tremendous interpersonal and professional implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that achieves corporate buy-in. Because you reflect before you speak, your position is well articulated, grounded in evidence and, as a result, respected by your team. People may see your behavior as predictable and calculated and although this is necessary in many workplaces, ensure that it isn't at the expense of listening to your instincts or participating in spontaneous conversations.

Strategies for Action

Unfreezing. If you find yourself significantly less impulsive than your colleagues, you may appear to be rooted in thought when others want action. If progress is being held up by too much contemplation your teammates may see you as a barrier to moving forward.

- Before making a decision, determine upfront what evidence you will need in order to feel comfortable acting. Whose approval do you need? What is the threshold of risk you are willing to accept?
- Knowing this information upfront will help you balance deliberate decision making with the progress demanded by today's business.

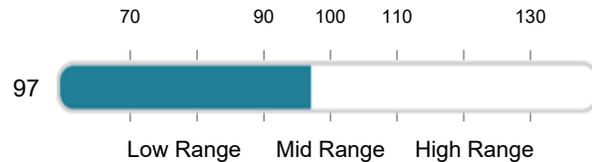
Giving Your Gut Reaction a Voice. People high in Impulse Control have a lot of self-talk happening all the time. You rarely act unless you have played out multiple scenarios and as a result, your gut reaction can often be overlooked.

- Describe a situation in the past week where you regretted not speaking up or acting quickly.
- What emotion were you experiencing? Was it fear, uncertainty, sadness?
- If you could rewrite the situation, what would you have done differently? How could you have listened to your instincts despite the emotion you felt?
- Use this example of how you wished you had behaved as a goal. Try to demonstrate this behavior in the next two weeks.

Notes

Flexibility

Flexibility adapting emotions, thoughts and behaviors



What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Jon, 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?

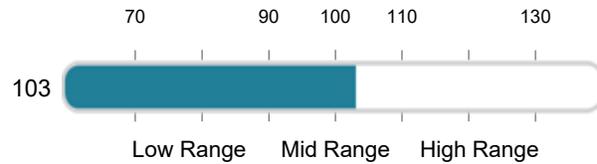
- The key is to move outside of your area of expertise and begin to learn something entirely new (e.g., learn a new language, take fencing or cooking lessons, learn to grow an organic garden) and accept the arduous practice and mistakes that come with taking on a new skill. (Remember learning how to 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.

Notes

Stress Tolerance

Stress Tolerance coping with stressful situations



What Your Score Means

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

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

Impact at Work

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

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

Strategies for Action

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

- deep breathing, belly breathing, visualization exercises
- progressive muscle relaxation, acupuncture
- yoga, tai chi, meditation

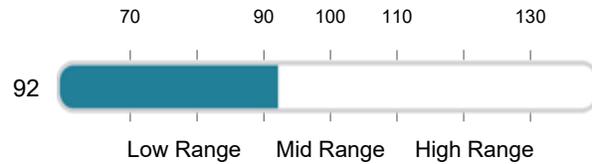
Worry-Free Zone. Declare a worry-free zone somewhere in your workplace.

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

Notes

Optimism

Optimism positive attitude and outlook on life



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. Jon, 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.

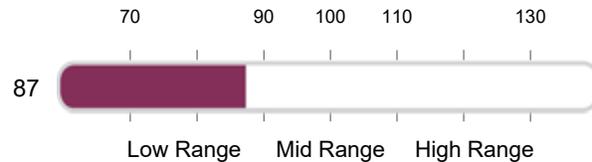
Notes

Well-Being Indicator

Happiness satisfied with life; content

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

Jon, 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-Regard, Self-Actualization, 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 (83)

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

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

Optimism (92)

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 (87)

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 (81)

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?