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# WORKPLACE

## REPORT

Jane Doe

Sample Report

July 18, 2011

EQEDGE Consulting

MHS

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Name: Jane Doe

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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.

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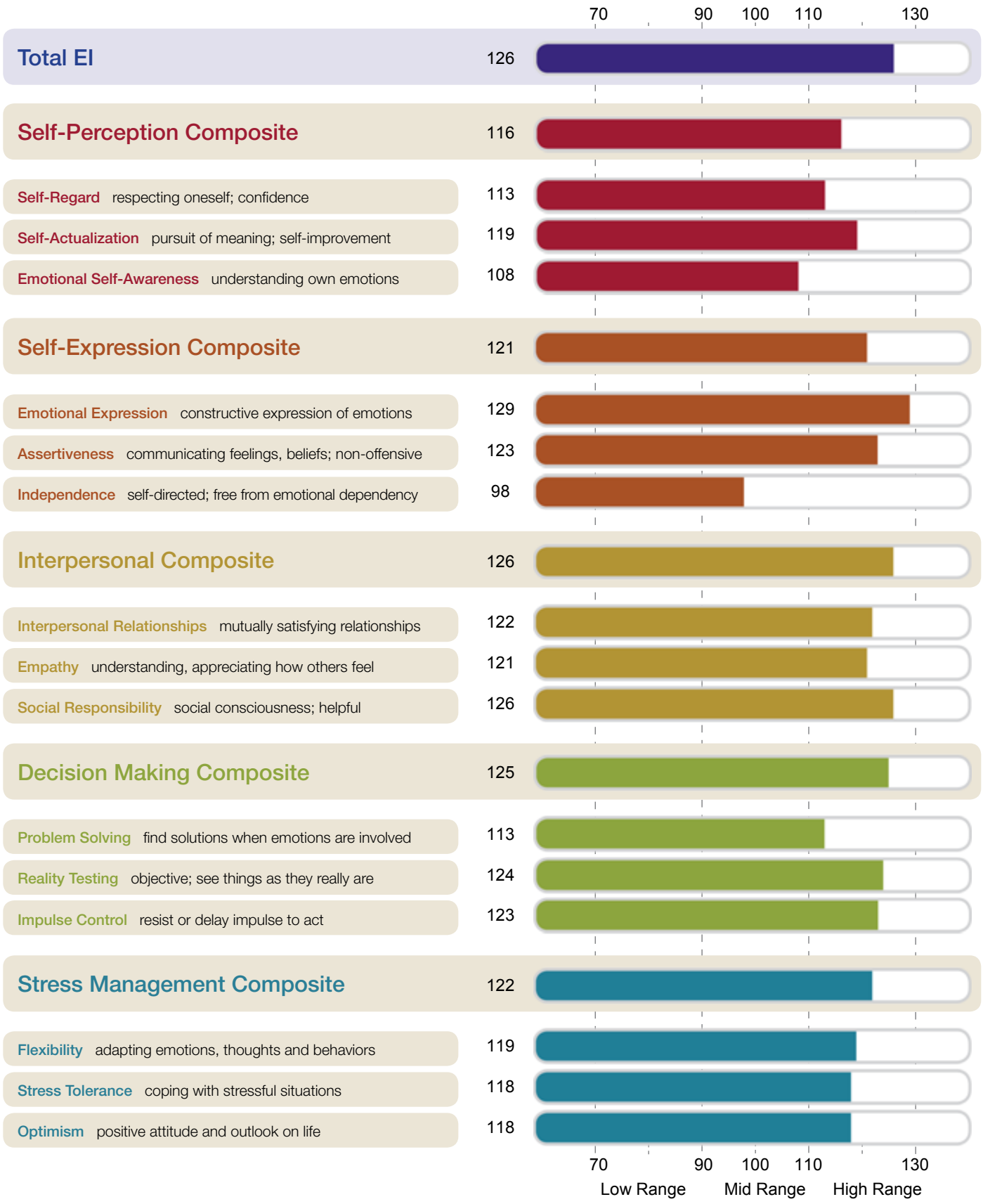
# Overview of Your Results

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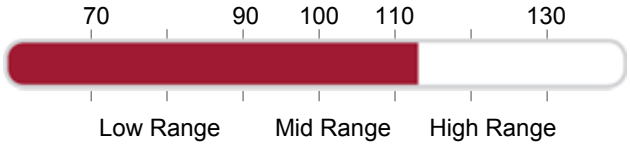
# Self-Regard

**Self-Regard** respecting oneself; confidence

113




## What Your Score Means

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

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

## Impact at Work

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

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

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

Self-Regard(113) Reality Testing(124)

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

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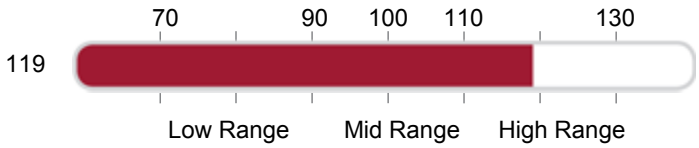
# Self-Actualization

**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 may sound philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. Jane, your result suggests that you find deep meaning in your work, set challenging goals and expect the same level of engagement from others. In addition to the passion you bring to your job, your result may also mean that:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

### Self-Actualization(119)

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

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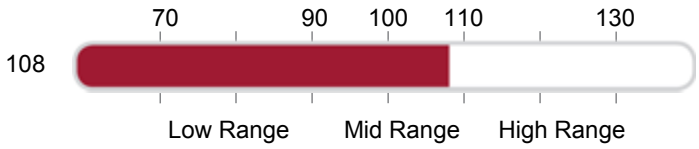
# Emotional Self-Awareness

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Emotional Self-Awareness(108) Emotional Expression(129)

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

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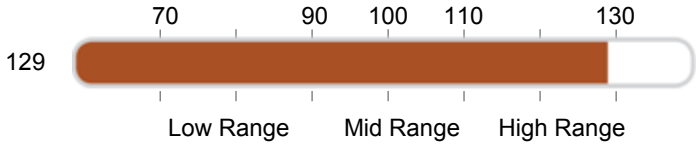
# Emotional Expression

**Emotional Expression** constructive expression of emotions




## What Your Score Means

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

- you are comfortable expressing most, if not all emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- others do not have to assume what you are feeling, as what you say and do is evidence of your emotions.
- you may share too much emotional information with others. If so, this could overwhelm others, or leave them unable to share their own emotions.

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

### Emotional Expression(129)

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

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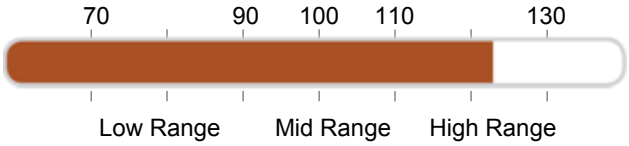
# Assertiveness

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

123




## 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. Jane, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. Some of the following characteristics may apply to you:

- you are firm and direct whenever necessary.
- you achieve your goals by articulating your needs and protecting your resources.
- you view your rights and those of others as sacred; you stand up for yourself and others.

### Impact at Work

***Emotional Implications.*** You have a solid understanding of what is worth standing up for, and you likely pull on strong emotions and convictions to state your position. While this is a crucial skill to have, watch that when you defend your position you do not miss important information or feedback that may alter your perspective. While some situations call for a definitive stance (e.g., addressing a safety violation), others may require you to be more flexible in your thinking.

***Social and Behavioral Implications.*** Your level of assertiveness suggests that you have the knack for finding the right words at the right time to get your point across in a clear and confident manner. As a result your team may see you proactively dealing with conflict, leveraging organizational resources and openly voicing your opinion or feedback on the matters at hand. You must remain aware of the distinction between assertiveness and aggressiveness and how the work context determines which type of person you are seen as. Becoming overconfident in your ability or being too rigid in defending your position may result in unproductive, stubborn, or aggressive behavior.

### Strategies for Action

***Identify Cave Points.*** Determining your cave points allows you to demonstrate your flexibility by setting a point where you have enough information to change your stance on an issue.

- Before entering a discussion or a meeting, determine what you need to hear from others for you to concede on your position. For example, you strongly want a spring launch date for a new product, but others are insisting the winter would be best. What evidence or data do they need to present to you that will convince you to surrender your position?
- Highly assertive people need to know this cave point ahead of time in order to allow the team to move toward a decision and not become paralyzed in rigid debate.

***Crossing the Aggression Line.*** Because of your strong result in assertiveness, you need to be particularly cautious that your behavior doesn't harm your relationships.

- Set up a few rules for yourself (or for the whole team) that you will follow when your behavior starts to cross the line into aggression. For example, interrupting others in a meeting is a sign that you are no longer being respectful. If this happens, a rule could be "Openly apologize to the interrupted person and be silent until it is your time to speak."

## 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(123) Emotional Self-Awareness(108)

Your Assertiveness is higher than your Emotional Self-Awareness. Ensure that you attend to your tone of voice, body language, and the manner in which you treat others when you are being assertive. Self-understanding will help you to express your assertiveness more appropriately.

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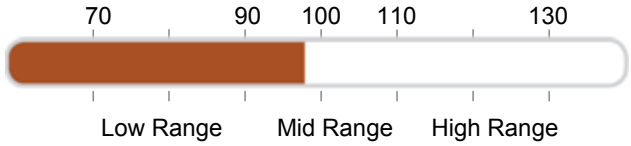
# Independence

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

98




## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Independence(98) Interpersonal Relationships(122)

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

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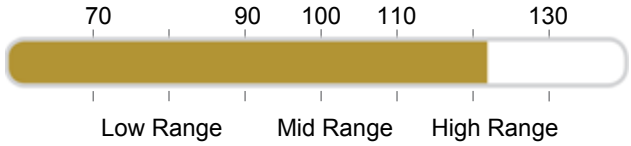
# Interpersonal Relationships

**Interpersonal Relationships** mutually satisfying relationships

122




## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Interpersonal Relationships with Self-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(122) Independence(98)

Your Interpersonal Relationships result is higher than your Independence result. These components work in unison by distinguishing the times when collaboration and group work is needed from times that require independent functioning. As a general rule, when tasks can be completed independently, it may be best to do so, leaving colleagues free to work on other tasks that they may be required to do.

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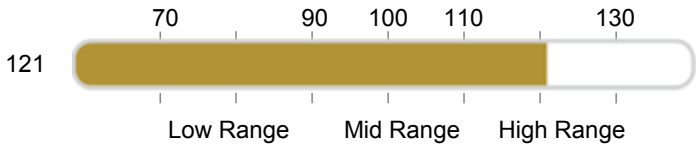
# Empathy

**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. Jane, your result indicates that your empathy is well-developed; you are likely empathic towards others, respecting their ideas even when they differ from your own. Your "emotional read" on people is usually accurate, ensuring peers feel safe sharing important issues with you. With a result such as yours:

- you are constantly "tuned in" to how others are feeling.
- you care about others, and take their feelings into consideration before acting.
- it is easy for you to imagine how others feel and predict emotional reactions.

### Impact at Work

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

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

### Strategies for Action

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

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

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

## Balancing Your EI

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

Empathy(121) Emotional Self-Awareness(108)

Your Empathy is higher than your Emotional-Self Awareness. This imbalance suggests that you may put the thoughts and feelings of others ahead of your own, running the risk that you neglect yourself. The optimal balance here is achieved by taking the feelings of others into account, without neglecting your own feelings and needs.

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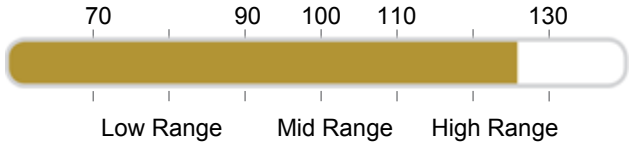
# Social Responsibility

**Social Responsibility** social consciousness; helpful

126




## 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. Jane, 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.
- may need to watch that you don't put others' needs so far ahead of yours that you fail to achieve your personal goals.

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

### Social Responsibility(126)

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

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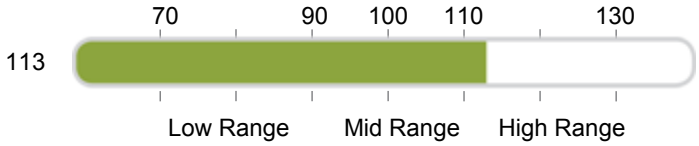
# Problem Solving

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




## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Problem Solving(113) Reality Testing(124)

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

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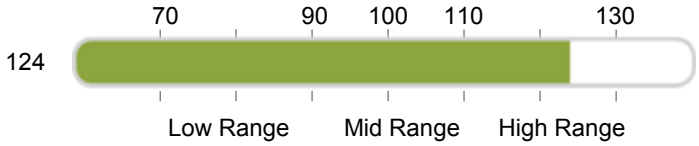
# Reality Testing

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




## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Reality Testing(124) Emotional Self-Awareness(108)

Your Reality Testing is higher than your Emotional Self-Awareness. Balancing these aspects of EI means objectively analyzing information, but also remaining receptive to your emotions and others' emotions. The right synthesis involves considering emotional reactions in addition to practical logistics as you go about your work and life.

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# Impulse Control

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

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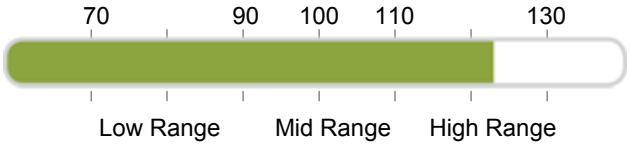


## What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Jane, 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.

## Balancing Your EI

This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning.

### Impulse Control(123)

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

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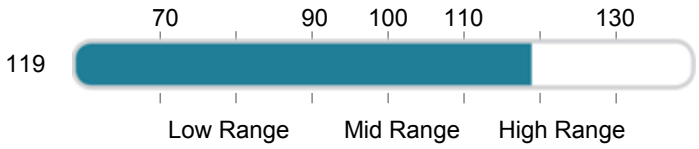
# Flexibility

**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. Jane, your results speak of a well-developed ability to adjust yourself to changing conditions and priorities. At work, you likely see change as necessary for innovation and staying ahead of the competition. You can easily assume a change leadership role, where you can encourage others to be as open to change as you are. Some indicators of your result are:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

## Balancing Your EI

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

Flexibility(119) ◉ Independence(98)

Your Flexibility is higher than your Independence. These components are balanced when you remain open to new ideas and approaches, but are able to remain convicted to your ideas when you believe something is important, even if it differs from the consensus or viewpoint of others. You want to be receptive to the ideas of others, but avoid being passively compliant, or simply "going along with the crowd."

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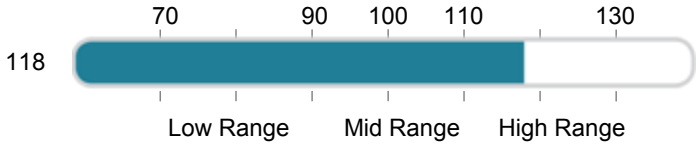
# Stress Tolerance

**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. Jane, your result indicates that you are well armed to withstand stress, frequently drawing on your repertoire of effective coping strategies. You are able to manage your emotions, remain composed, and maintain your performance, even when times get rough. You likely use your emotions (e.g., optimism) to your advantage and feel that you are in control. Some characteristics of your result are:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

### Stress Tolerance(118)

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

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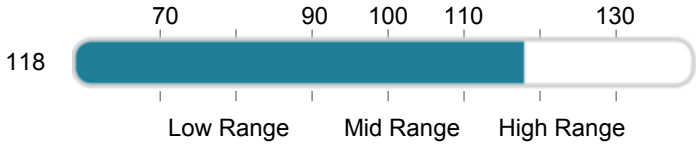
# Optimism

**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. Jane, your result shows someone who is extensively optimistic and almost always sees the world in a positive light. Some characteristics of your result are:

- you approach the world with a "glass half-full" attitude.
- you believe in yourself and others and rarely give up prematurely.
- you inspire those you work with to overcome challenges.

### Impact at Work

***Emotional Implications.*** People who are strong optimists may attend primarily to positive emotions, ignoring negative ones. The implication is that when you see the world with rose-colored glasses, you see your emotions under the same extra-positive lens. As a result you may miss important information that is accompanied by emotions such as fear, anger, and disgust.

***Social and Behavioral Implications.*** 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. This positive outlook helps you to set stretch targets and communicate a compelling vision that together brings out the best in yourself and others. Your team probably relies on you for a positive view of the current situation, which although motivating can be unrealistic and risky if beyond the organization's capabilities.

### Strategies for Action

***Grounded Optimism.*** Ideally, optimism is rooted in rational thought and logic. To check that this is the case for you, try:

- asking for feedback on the goals you have set.
- looking for past cases where what you are proposing was achieved.
- seeking buy-in from others. Watch for signs of hesitation or questions about the feasibility of what you are asking.

By incorporating some of these checks into your daily routine, you can confirm whether your goals will bring others along with you or leave them behind in the dust.

***Keep it Real.*** Your high optimism can be a great strength; however, it is important that you remain realistic about the challenges you are willing to undertake. Stretch goals are important, but make sure they are within your capacity. Prior to undertaking new challenges, take time to evaluate all elements of the task and identify whether or not you have the emotional, social, financial, and technical resources to meet the challenge. If not, is help available?

## Balancing Your EI

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

### Optimism(118)

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

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# Well-Being Indicator

**Happiness** satisfied with life; content

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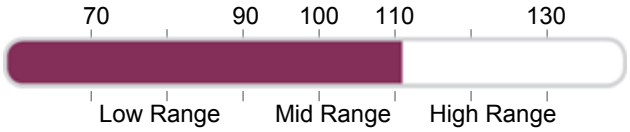


## How to Use this Page

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

Jane, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course. Your happiness is seen and experienced as infectious. Happiness is most often associated with the subscales shown below. Because you have no low scores on any of these subscales you likely experience a certain balance between your well-being and optimism, self-confidence, personal relationships and fulfillment of goals. Gains in one area likely contribute to gains in another—quite a reciprocal set of relationships! Your result indicates that you may:

- exude cheerfulness at both work and play while participating in activities you truly enjoy.
- be seen by coworkers as motivating and resilient in the face of obstacles.

### Self-Regard (113)

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

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

### Optimism (118)

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 indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

- What thoughts help you remain optimistic during more difficult times?
- Are there any situations where you feel less optimistic? If so, how can you improve or deal better with those situations?

### Interpersonal Relationships (122)

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

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

### Self-Actualization (119)

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

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

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Name: Jane Doe

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# Action Plan

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

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

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

1.
2.
3.

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

1.
2.
3.

Transfer your SMART goals into the action plan template below.

| SMART Goal | Time Frame | Benefits | Measure of Success | Support and Resources Needed | Potential Barriers |
|---|---|---|---|---|---|
| Listen to others | In team meetings Starting from today | Other people will listen to me<br>I will get to hear everyone's views | Feedback from the team to say that I am listening to them more<br>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)*

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Name: Jane Doe

EQ-i 2.0
assess. predict. perform.

# 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 _____

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