



**EQ-i**<sup>2.0</sup>  
assess. predict. perform.

# WORKPLACE

REPORT

Sample Report

November 07, 2011

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INC

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 **MHS**

# 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.

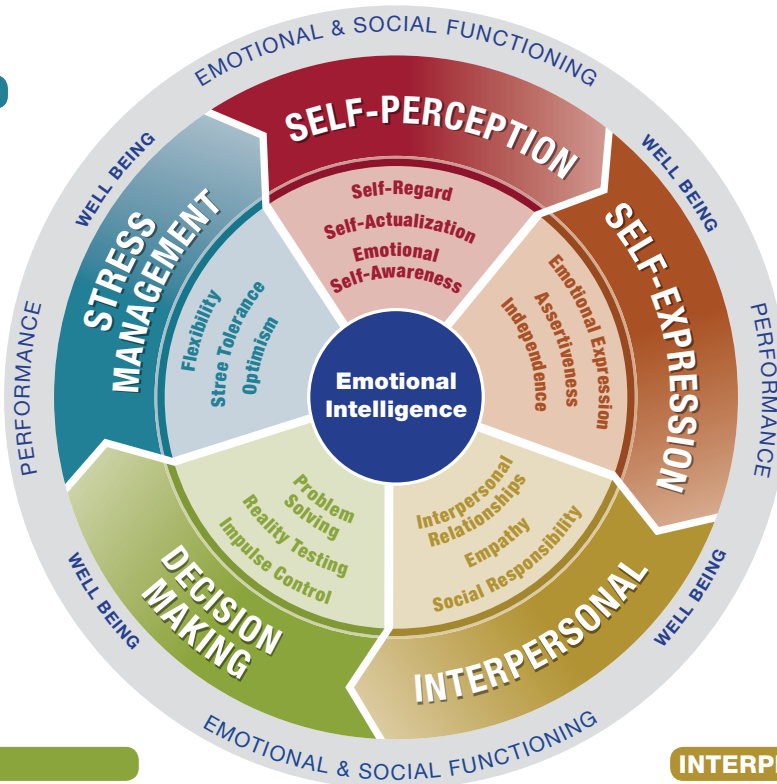
**Emotional Self-Awareness** includes recognizing and understanding one's own emotions. This includes the ability to differentiate between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on one's own thoughts and actions and those of others.

## 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.

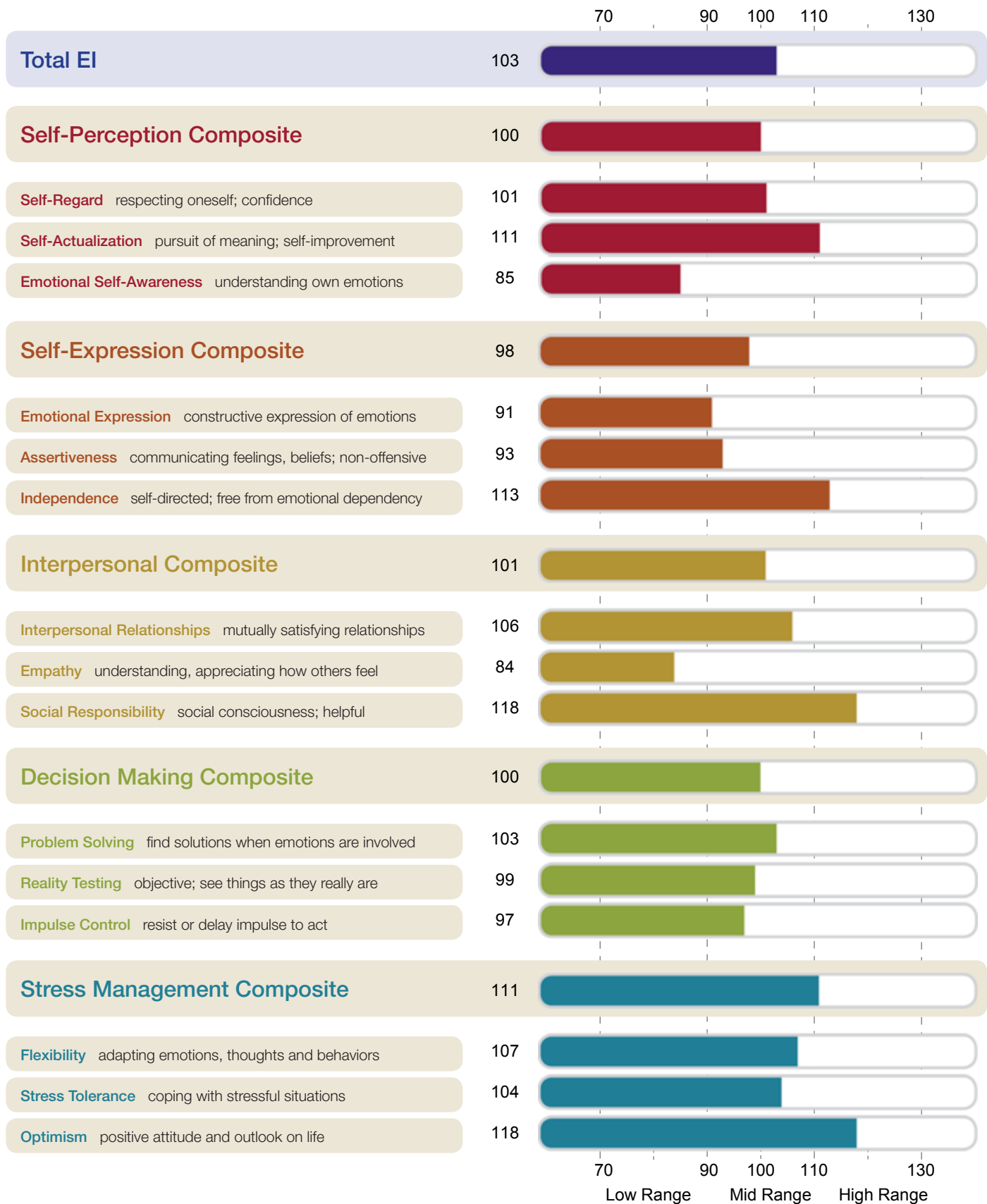
## INTERPERSONAL

**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

101

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

## Impact at Work

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

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

## Strategies for Action

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

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Identify opportunities to repeat the positive examples provided in your feedback.

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

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

## Balancing Your EI

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

Self-Regard(101)  Self-Actualization(111)

Your Self-Regard is lower than your Self-Actualization. These components can be aligned by evaluating self-worth in terms of concrete achievements. When appropriate, take time to recognize successes and how they reflect upon your abilities. Finally, ensure that you are considering your strengths and growth opportunities when determining which activities you should pursue.

# Self-Actualization

**Self-Actualization** pursuit of meaning; self-improvement

111

70 90 100 110 130

Low Range Mid Range High Range

## 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. Sample, 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. The subscale that differs the most from Self-Actualization is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization(111) [Reality Testing\(99\)](#)

Your Self-Actualization is higher than your Reality Testing. To balance these components, goals and aspirations should be tempered with a sense of realism. Create both long-term and short-term goals to help you achieve your aspirations. This approach provides a sense of the short-term resources needed to be successful and thus brings a reality check into the process that also speaks to the viability of the long-term goals.

# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions

85

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Sample, your result indicates that fully understanding your emotions and their causes may be an area of challenge for you. It is likely that you:

- are comfortable experiencing some emotions, but others make you uneasy.
- superficially experience emotions, allowing them to just happen without thoughtful evaluation.
- keep emotions separate from work, or fail to use them to enhance your effectiveness.
- may fail to notice the impact your emotions have on others.

### Impact at Work

**Emotional Implications.** Your experience of emotions may be very black and white: either you are angry, or you are not. As a result, you may not recognize the complexity of your emotions or their triggers, so to others your emotions may seem heightened or exaggerated. You may either miss emotions and their triggers entirely or are marginally aware of their existence, making it hard to accurately predict your emotional reactions.

**Social and Behavioral Implications.** In social situations, your lower Emotional Self-Awareness may be noticeable in the way you express your emotions because you may not fully understand the emotion or its impact before you express it. Under times of stress your mood may impact your performance and that of your teammates. Also, because emotional triggers and responses often elude you, you may find yourself in uncomfortable professional encounters, where you have understood the tangible facts of the situation but perhaps overlooked somebody's emotional state.

### Strategies for Action

**Emotion Diagnosis—What You Don't Recognize, You Can't Manage!** Paying attention to how you are feeling may need to start out as a manual process of diagnosing how an emotion feels.

- Record the strongest emotions you experience. Note the thoughts and physical sensations that accompany them.
- Then, recognizing that every heightened emotion has "lighter levels", pay close attention to small shifts in this emotion the next time it arises. When it intensifies or weakens, write down your description of this new level of emotion and its triggers. What caused the change and what does this tell you?

**Emotional Email.** Reading your emails is an easy and non-obvious place to practice your Emotional Self-Awareness. Emails usually elicit some type of emotion like frustration, surprise or happiness.

- Over the next few days, record in two words what you feel (e.g., "discouraged and tired") after you read a noteworthy email. Next to each emotion, write one physical feeling or a change in your body that you experienced with the emotion (e.g., "slack posture, big sighs").
- Notice what sensations accompany certain emotions. Research the emotions you experienced most often to find out if there are other sensations you should be aware of.

## Balancing Your EI

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

**Emotional Self-Awareness(85)** ↔ **Stress Tolerance(104)**

Your Emotional Self-Awareness is lower than your Stress Tolerance. To balance these components, the object is to learn to recognize and process the emotions involved in the situation. By using Emotional Self-Awareness effectively to deal with the emotions, you will be better prepared to perform under stress until a proper resolution is found.



# Emotional Expression

**Emotional Expression** constructive expression of emotions

91

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

- you are comfortable expressing many emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- on a few occasions, you may have difficulty articulating or sharing certain emotions; the right words or expressions may elude you.

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Emotional Expression(91)** ↔ **Interpersonal Relationships(106)**

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

# Assertiveness

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

93

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Picture a line between the words *passive* and *aggressive*. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Sample, your results indicate that you are operating at the middle of this line, being able to clearly articulate your emotions and needs while respecting the relationships you have with others. Some of the following characteristics may apply to you:

- you are firm and direct when necessary.
- you are positioned to achieve your goals by articulating your needs.
- you bear in mind others' feelings and consider them when voicing your opinion or thoughts.
- you either back down or become slightly aggressive in times of mounting pressure.

### Impact at Work

**Emotional Implications.** For the most part, you are able to stand your ground and ensure your voice is heard. The implication of doing this as well as most is that there will be times when you back down from your normally confident position. Something is being triggered at an emotional level that causes you to “cave in”; using your self-awareness to identify why this is the case will be beneficial.

**Social and Behavioral Implications.** Your level of assertiveness suggests that you have the knack for finding the right words at the right time to get your point across without dominating or manipulating your work environment. This includes communicating feelings, beliefs, and thoughts openly, allowing your team to see where you stand on a decision. Although there are still some instances where you could be more assertive (e.g., under pressure or scrutiny), you likely have many great ideas that for the most part are shared and contribute to the direction of your organization.

### Strategies for Action

**Identifying Cave Points.** What is it about certain situations that cause you to be less assertive than you wish to be? Lack of subject matter expertise? The presence of a more senior person? Unsure of your convictions?

- Identify the reasons for why you cave when you do.
- Use this information to proactively eliminate your cave points. For example, the next time you have a meeting on an unfamiliar topic, gather research ahead of time so that you can confidently voice your thoughts on the subject.

**Assertive Body Language.** To continue to ensure your assertive behavior is socially acceptable, be extra conscious of your body language, tone of voice, and emotional language when delivering your message (particularly if you are low in Emotional Expression and Emotional Self-Awareness); they may skew the message you are trying to put forth, even if you intend to be assertive with the content you are discussing.

## Balancing Your EI

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

**Assertiveness(93)** ↔ **Interpersonal Relationships(106)**

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



# Independence

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

113

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Sample, being independent means you are capable of feeling, thinking, and working on your own. Your results show that this is a well-developed skill, as you are more than willing and capable of pursuing your own ideas and course of action. You are more likely than most to be decisive, directive, and accountable for the responsibility associated with making decisions. Consider the following interpretation of your results:

- you are comfortable making decisions on your own.
- you can work without direction or reassurance from others.
- you accept responsibility for your decisions knowing that at times people will disagree with you.

### Impact at Work

**Emotional Implications.** Your tendency to act and think on your own positions you to showcase your strengths in other areas of EI. Your strong Independence result also means that your emotions are freely expressed; you don't need reassurance or a group consensus to say what you feel. Remember that it is okay to reach out for help when you need it; always working alone can make you appear arrogant and alienating.

**Social and Behavioral Implications.** Your level of Independence indicates that you rarely depend on others to make important decisions. Because you are self-directed, you can analyze a situation on your own, formulate a response, and move into implementation mode without second guessing your decisions or looking for approval. This independent approach shows initiative, and in autonomous roles allows you to take responsibility for your actions when direction is limited. Due to your high level of independence, you must be cautious not to neglect the emotions and opinions of your colleagues. Keep a close eye on how often you go off in your own direction, rather than building coalitions.

### Strategies for Action

**Independence Check.** Not every situation requires you to act autonomously, although it may be your preferred approach to accomplishing your goals. Here are three questions you should ask yourself before making a decision independently:

- Am I missing subject matter expertise to make an informed decision?
- Am I hurting collaborative relationships by making this decision on my own?
- Does my decision have implications for those I work with? Would their input help me predict these implications?

**Securing Buy-In.** Effective, independent professionals don't march off in their own direction hoping that others follow; they balance self-directed thought with the ability to secure buy-in and support from key relationships.

- Examine past decisions that were not well supported by your colleagues. What did your decision-making process look like? Where might securing buy-in have broken down?
- Brainstorm ways that you can involve others in your decision-making process. The ultimate decision or plan may rest with you, but it will be easier to gain support when others feel empowered throughout the decision-making process.

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

Independence(113)  Emotional Self-Awareness(85)

Your Independence is higher than your Emotional Self-Awareness. When these components of EI are in balance, you seek feedback from others on your emotions without being overly dependant on that feedback. There are times when it is a good idea to seek a "sounding board," gaining a second opinion on the way you are feeling can enhance your effectiveness.

# Interpersonal Relationships

**Interpersonal Relationships** mutually satisfying relationships

106

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Sample, this subscale is about developing and maintaining mutually satisfying relationships and your result suggests that generally you handle most social interactions well and with confidence. Being a contributing member of a team is something you value and you usually work toward creating relationships that support mutual goals. However, when relationships require maintenance, you may avoid putting in the required effort, preferring to work on your own instead. Some characteristics of your result are:

- you generally seek out new relationships, yet continue to take care of the ones you have.
- you understand how others can help you, as well as how you can help them.
- in unfamiliar or uncomfortable situations, you may be more hesitant to socialize.

### Impact at Work

**Emotional Implications.** While you value the relationships you have, you could use your relationship-building skills to connect with a more diverse group (e.g., different jobs, levels of seniority). If you only forge relationships with people you are comfortable with, you may not receive well-balanced support, especially if your closest colleagues are similar to you and will likely not offer a differing point of view.

**Social and Behavioral Implications.** Your result suggests that although your relationships are not always perfect, you are usually willing to be open, trustworthy, and compassionate. You likely have people resources in place for when you need them, like in times of stress or when you're short on time. Although you appreciate the relationships you have, be aware that maintaining them requires hard work and this usually isn't written in your job description. Continue to balance your job requirements with relationship maintenance, recognizing that going outside of your job description to help someone out can have immeasurable returns.

### Strategies for Action

**Step Outside Your Comfort Zone.** Building resilient and trusting relationships with all types of people, whether you "like" them or not, is crucial to your success.

- Identify someone (colleague, manager, or customer) whose relationship with you is ineffective. Pick someone with whom if you had a stronger relationship you would be better able to reach your objectives.
- What have you done to earn this person's trust and their willingness to help you? Leverage your empathy to see things from his/her perspective. List what you think this person needs from you.
- Meet with this person to confirm your perspective. Emphasize the importance of understanding mutual needs and arrive at an action plan to support one another.

**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.

## Balancing Your EI

This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. Achieving balance between these subscales can enhance emotional functioning.

### Interpersonal Relationships(106)

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

# Empathy

**Empathy** understanding, appreciating how others feel

84

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Sample, your result indicates that empathy might be difficult for you to display consistently. You may find it hard to step into someone else's shoes, particularly when your view is radically different. While you may prefer to remain slightly detached, this may be at the expense of creating collaborative relationships. With a result such as yours, you may find:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Empathy(84) ↔ Reality Testing(99)

Your Empathy is lower than your Reality Testing. The ability to remain objective and unbiased should be balanced by embracing the emotional tone of a situation. Being overly detached may mean missing social nuances or emotional changes in others that can inhibit a positive resolution in some situations.

# Social Responsibility

**Social Responsibility** social consciousness; helpful

118

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. Sample, 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.

## Balancing Your EI

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

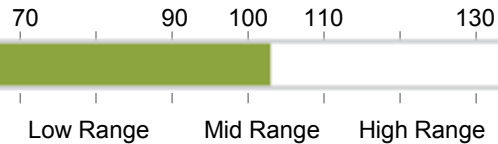
Social Responsibility(118) ↔ Empathy(84)

Your Social Responsibility is higher than your Empathy. These components work best together when you put yourself in the other person's shoes to understand what is truly needed from their perspective. It is best to listen to the needs and concerns of others before choosing the best way to help them or work with them.

# Problem Solving

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

103



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

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

### Impact at Work

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

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

### Strategies for Action

**Watch Your Limit!** Our brains typically handle seven chunks of information, whether we are 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.

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

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

## Balancing Your EI

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

**Problem Solving(103)** ↔ **Emotional Self-Awareness(85)**

Your Problem Solving is higher than your Emotional Self-Awareness. These components are balanced when proper consideration is given to your emotions when implementing a course of action. Some solutions may seem effective but don't feel right on an emotional level. Understanding the roles different emotions play in the decision making process will be of benefit in the long run.

# Reality Testing

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

99

70 90 100 110 130

Low Range Mid Range High Range

## 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. Sample, your results indicate that for the most part you can look past your emotional biases and see situations objectively. You are tuned into the task at hand and your environment and as a result set fairly reasonable goals. Your result suggests:

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

## Impact at Work

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

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Reality Testing(99)** ➔ **Emotional Self-Awareness(85)**

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.



# Impulse Control

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

97

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Sample, your result shows someone who is generally able to resist or delay impulses to act. Your stable nature helps to put people at ease; coworkers will feel that they can predict your behavior and will open communication channels with you.

Your result may indicate a tendency to:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Impulse Control(97)** ↔ **Flexibility(107)**

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

# Flexibility

**Flexibility** adapting emotions, thoughts and behaviors

107

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

## Balancing Your EI

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

Flexibility(107) [➤](#) Impulse Control(97)

Your Flexibility is higher than your Impulse Control. To balance these components, avoid making changes without factoring in long-term considerations. Watch for others' reactions to the changes you bring about. If they aren't on board, it may be a sign that your changes are not well justified.

# Stress Tolerance

**Stress Tolerance** coping with stressful situations

104

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Sample, 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 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, acupressure
- yoga, tai chi, meditation

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

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

## Balancing Your EI

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

### Stress Tolerance(104)

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.

# Optimism

**Optimism** positive attitude and outlook on life

118

70 90 100 110 130

Low Range Mid Range High Range

## 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. Sample, 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. The subscale that differs the most from Optimism is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

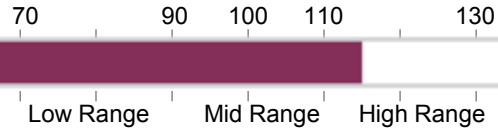
Optimism(118) [➤](#) Reality Testing(99)

Your Optimism is higher than your Reality Testing. To achieve balance in these components, look to ground your goals and expectations by seeking concrete evidence to support your plans, and by seeking confirmation from others when needed. The idea is to find an optimal balance between being optimistic and being realistic.

# Well-Being Indicator

**Happiness** satisfied with life; content

115



## 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

Sample, 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. Your result in Happiness is high, as are your results across the four subscales most connected with Happiness. You may want to look into your lower results on other subscales (Emotional Self-Awareness and Empathy) to identify ways your Happiness can bolster these areas. Your result indicates that you may:

- exclude 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 (101)

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

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

### Optimism (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 (106)

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. Your result suggests that your relationships are fulfilling for the most part, but there may be times when you need more encouragement and support from those around you.

- What causes struggles in your relationships and what could make things better?
- What are the most desirable attributes of the people you spend time with?

### Self-Actualization (111)

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?

# 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 I will get to hear everyone's views	Feedback from the team to say that I am listening to them more Take actions that other people have suggested	From the team to give me honest feedback	Time – often do not have time to listen to views but just need to give instructions. If this is the case need to tell people at the beginning of the meeting

I commit to this action plan \_\_\_\_\_  
(signature)



# EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our

organization's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach you are increasingly more accountable to reach your personal goals.

## My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature \_\_\_\_\_

Your Coach's Signature \_\_\_\_\_