



EQ360®

# WORKPLACE EQ 360

## REPORT

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Rated by: Manager(1), Peers(7), Other Raters(5)

Doctor of Executive Leadership

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UNIVERSITY OF  
CHARLESTON  
SCHOOL OF BUSINESS & LEADERSHIP

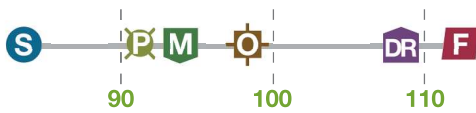


# Welcome to your EQ 360 report

The EQ 360 is a multirater measure of emotional intelligence (EI) designed to provide you with a complete “360-degree” view of your emotional and social functioning. Your report combines your self-evaluation of EI with that of your raters, providing you with a rich understanding of your EI capabilities.

It is important to start with your self-evaluation first and then look at how others rated you, which is why throughout this report, you will see your results separated into “How You Responded” and “How Your Raters Responded.”

- S** Self
- M** Manager
- P** Peers
- DR** Direct Reports
- F** Family/Friends
- O** Other

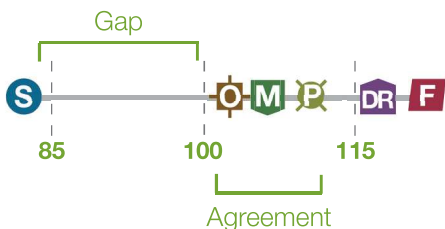


**How to read this report.** This report contains information gathered from both yourself (self rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

**Scores.** You and your raters responded to the exact same items assessing your EI across a variety of skill areas (e.g., Empathy). You will see scores for each scale of the EQ-i 2.0 model. This model is depicted on the next page.



**Confidentiality.** Aside from your Manager and yourself, there must be a minimum of 3 respondents in rater groups in order for results to be shown. If fewer than 3 individuals responded in the Direct Reports, Family/Friends, or Peer groups, their ratings will be rolled into an “Other” group to protect the confidentiality of the respondents.



**Gaps and Agreement.** The terms “gap” and “agreement” are used throughout your report to speak to any differences or similarities that exist between rater groups. A gap exists when one group sees you as significantly different than does another rater group. Gaps of 10 points or more are considered significant. Agreement, on the contrary, exists when there is less than 10 points difference between rater group scores.

You are encouraged to fully understand your self-evaluation before diving into the results provided by others. Your report is structured in this way by showing your “self” results first, followed by your raters’ results.

# EQ-i 2.0 Model of Emotional Intelligence

The EQ 360 is based on the EQ-i 2.0 Model of Emotional Intelligence. The questions that you and your raters answered measure the components of EI defined in the model.

## 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 the thoughts and actions of oneself and 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.

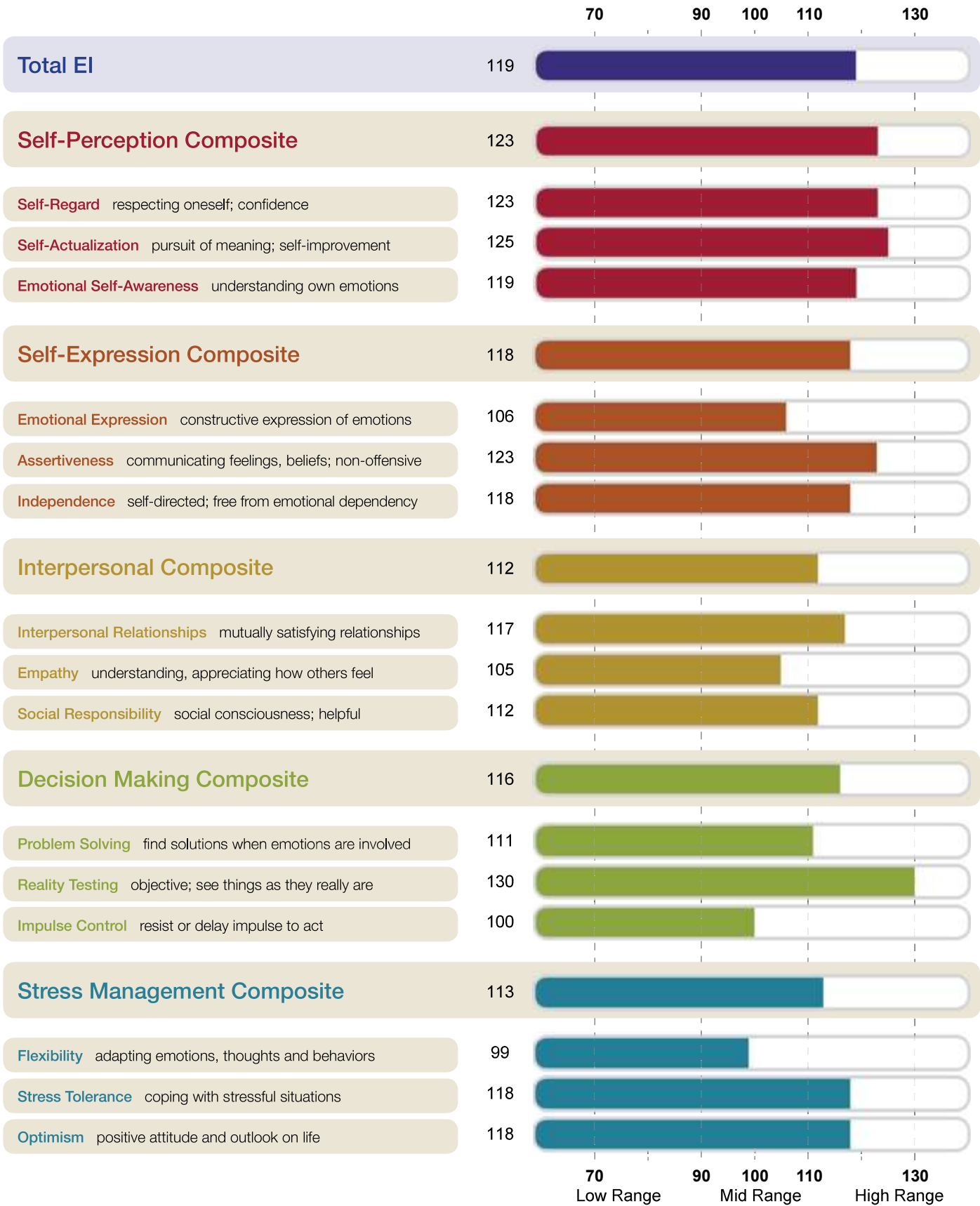
## INTERPERSONAL

**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.

# How You Responded: Summary

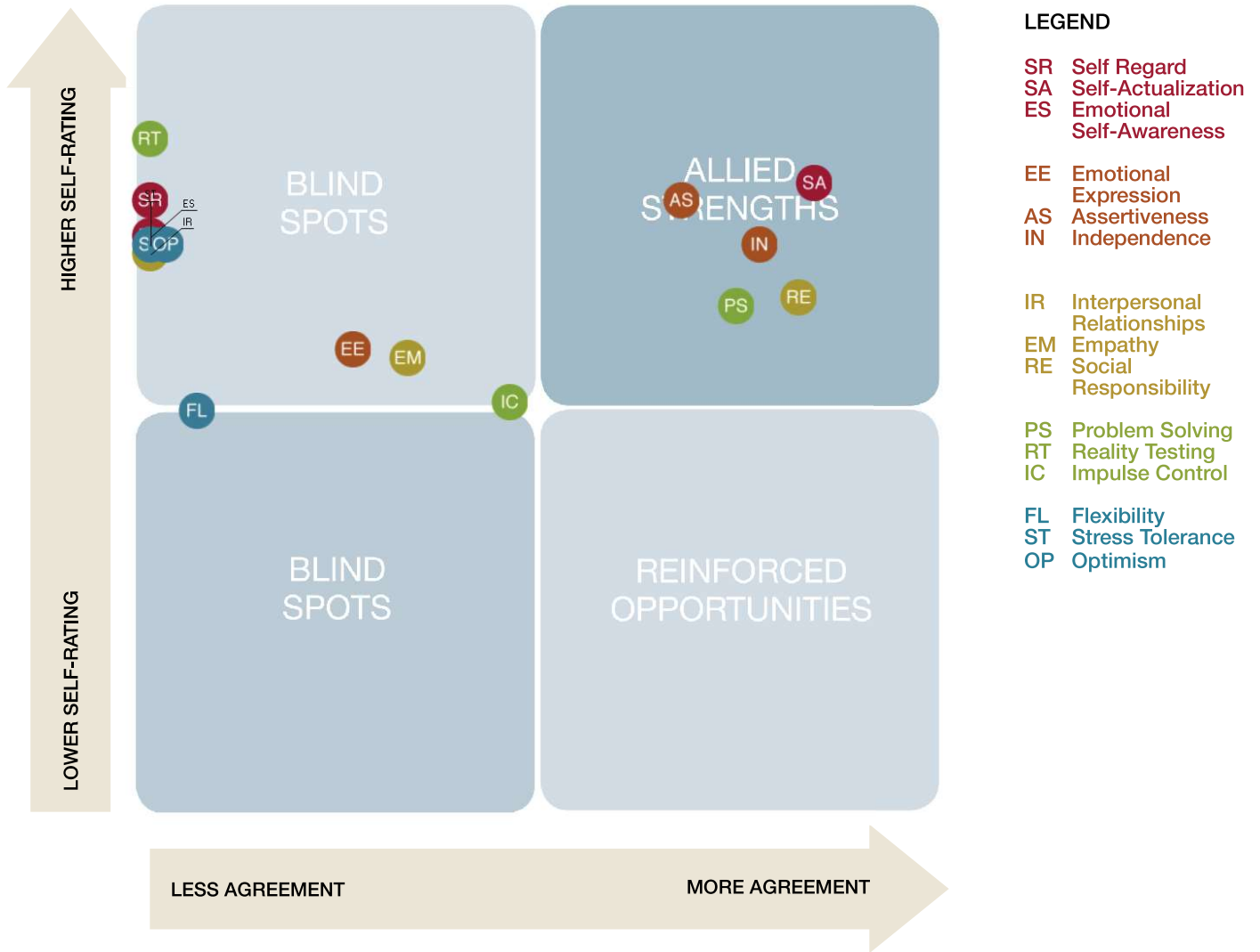




# Profile Gap Analysis

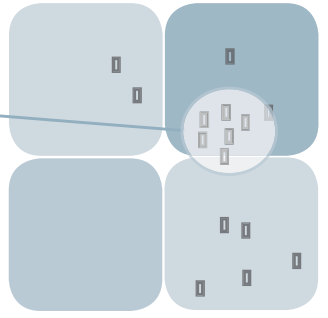
The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you.

- The horizontal axis shows you how much agreement there is between your self score and the scores you received from your rater groups, across the various subscale. Subscales appearing to the far right indicate consensus—you see yourself demonstrating these behaviors much in the same way as do those around you.
- The vertical axis shows your self-rating. Higher scoring subscales will appear towards the top of the graph and lower scoring subscales at the bottom.
- Subscales that overlap with one another indicate a consistent experience of those particular EI behaviors.



**WHAT TO LOOK FOR:**  
 Subscales falling in the left quadrants have awareness gaps, meaning you see yourself differently from the way others see you. You may be unaware of, or "blind" to your own EI strengths and weaknesses.

**WHAT TO LOOK FOR:**  
 Concentration in the two right quadrants indicates a healthy level of self-awareness.

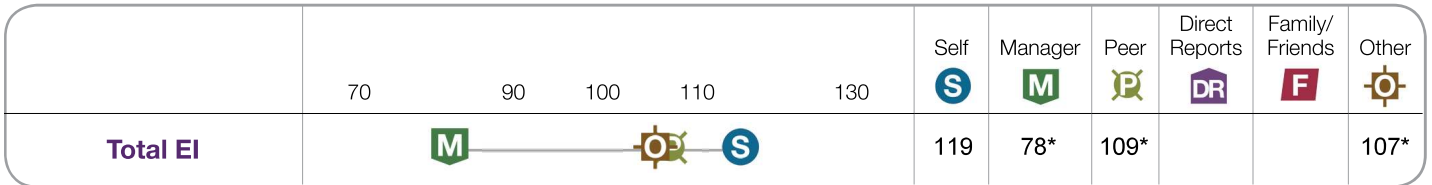


# How You and Your Raters Responded: Summary

Now that you understand how you rated yourself on the EQ-i 2.0, you can begin to discover the richness of the data collected from your colleagues. The two graphs below show a broad overview of your results at the Total EI level and at a Composite Scale level.

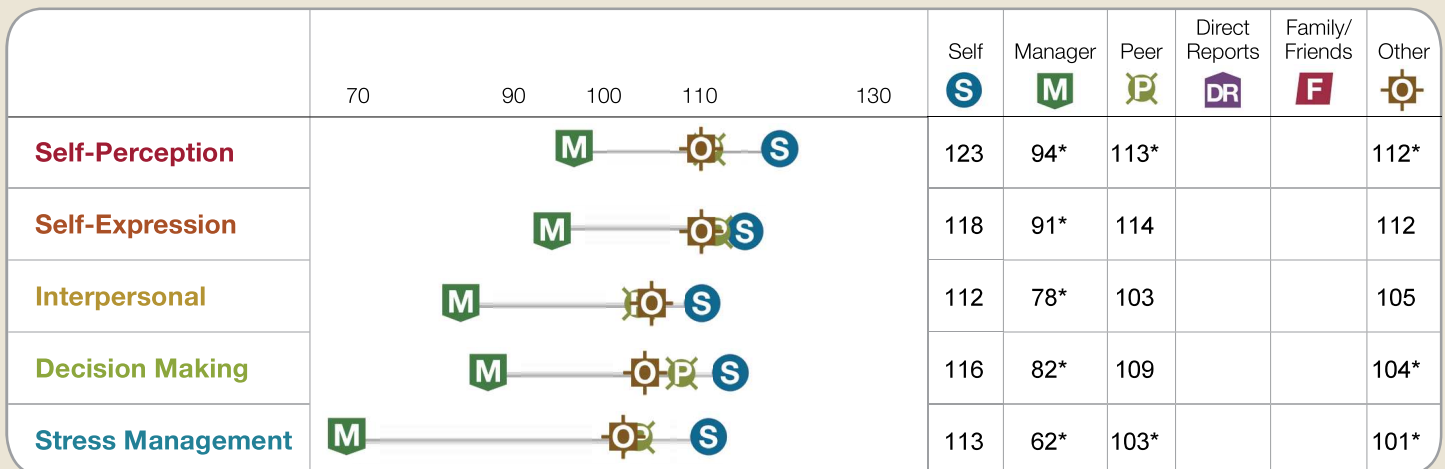
## Total EI:

Total EI provides a general indication of your emotional and social skills, and how these skills influence the way you perceive and express yourself, maintain social relationships, cope with challenges, and use emotional information in a meaningful way.



## Composite Areas:

The five composite areas of the EQ-i 2.0 represent broad skill areas that are important in dealing with workplace demands. Once you understand your results in these broader areas, use the graph on the next page to dig deeper into your specific subscale results.



\* indicates that there is a significant difference between this rater group's score and your SELF score

**Self-Perception.** Subscales in this composite address the 'inner-self' and assess your feelings of inner strength, confidence, pursuit of meaningful goals as well as your understanding of what, when, why, and how different emotions impact your thoughts and actions.

**Self-Expression.** Subscales in this composite are an extension of Self-Perception as they assess the outward expression or the action part of your internal perception. Such skills as openly expressing thoughts and feelings in a constructive way and remaining self-directed are included in this composite.

**Interpersonal.** The Interpersonal composite includes subscales which measure your ability to develop and maintain relationships based on trust and compassion, articulate an

understanding of another's perspective, and act responsibly, showing concern for others, your team or your greater community/organization.

**Decision Making.** Subscales in this composite address the way in which one uses emotional information by understanding the impact emotions have on decision-making, including the ability to resist or delay impulses and remain objective so to avoid rash behaviors and ineffective problem solving.

**Stress Management.** This composite contains subscales which address how well one can cope with the emotions associated with change and unpredictable circumstances, while remaining hopeful about the future and resilient in the face of setbacks and obstacles.

# How You and Your Raters Responded: Summary

EI Subscales	70	80	90	100	110	120	130	Self <b>S</b>	Manager <b>M</b>	Peer <b>P</b>	Direct Reports <b>DR</b>	Family/Friends <b>F</b>	Other <b>O</b>
Number of raters								1	1	7			5
Self-Regard			<b>M</b>		<b>O</b>		<b>S</b>	123	86*	109*			110*
Self-Actualization					<b>O</b>	<b>P</b>	<b>S</b>	125	115*	121			116
Emotional Self-Awareness			<b>M</b>		<b>O</b>		<b>S</b>	119	82*	109*			107*
Emotional Expression	<b>M</b>				<b>P</b>	<b>S</b>		106	69*	103			109
Assertiveness					<b>O</b>	<b>M</b>	<b>S</b>	123	116	117			112*
Independence				<b>M</b>	<b>O</b>	<b>P</b>		118	98*	119			111
Interpersonal Relationships			<b>M</b>		<b>O</b>		<b>S</b>	117	83*	100*			101*
Empathy		<b>M</b>			<b>F</b>	<b>O</b>		105	74*	101			103
Social Responsibility			<b>M</b>			<b>O</b>		112	85*	113			114
Problem Solving			<b>M</b>		<b>O</b>	<b>S</b>		111	84*	118			108
Reality Testing			<b>M</b>		<b>O</b>	<b>P</b>		130	85*	111*			106*
Impulse Control			<b>M</b>		<b>O</b>	<b>P</b>		100	84*	104			101
Flexibility	<b>M</b>				<b>P</b>	<b>O</b>	<b>S</b>	99	59*	93			96
Stress Tolerance	<b>M</b>				<b>O</b>	<b>P</b>	<b>S</b>	118	60*	109			102*
Optimism			<b>M</b>		<b>O</b>	<b>P</b>	<b>S</b>	118	79*	108*			105*

\* indicates that there is a significant difference between this rater group's score and your SELF score

# Self-Regard

**Self-Regard** respecting oneself; confidence

123



## What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Lisa, 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.
- to ensure that your perception of your strengths is supported by objective evidence, otherwise you run the risk of being seen as overconfident in your abilities.

### Emotional Implications on the Job

**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.

### 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. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

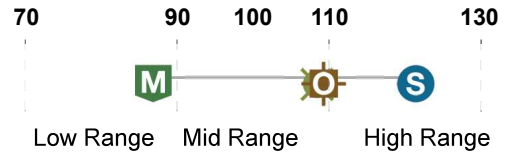
Self-Regard(123)  Problem Solving(111)

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



# Self-Regard

**Self-Regard** respecting oneself; confidence



## What Your Raters Said:

Lisa, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

You rated yourself higher in Self-Regard than your Manager(s). An implication of this result is that your self-perception may not be grounded in objective evidence, or at least not the same evidence that is used by your Manager(s) to gauge your self-confidence. Although you rated yourself higher in Self-Regard, your Manager(s) may see you as being more modest, insecure or self-critical. If you continually downplay your ability to others, you may convey a sense of reduced self-worth and misrepresent some of your strengths. Take advantage of challenging opportunities that allow you to demonstrate your skills. *What examples can you think of that would lead your Manager(s) to rate you lower in Self-Regard?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	5	2	4.29			4.2
Feels sure of self	5	4	4.71			4.8
Doesn't feel good about self	1	2	1.57			1.2
Lacks self-confidence	1	2	1.14			1
Finds it hard to accept the way he/she is	1	3	1.57			1.4
Thinks highly of himself/herself	5	4	4.71			4.2
Respects self	5	4	4.43			4.8
Happy with self	5	4	4.29			4.4

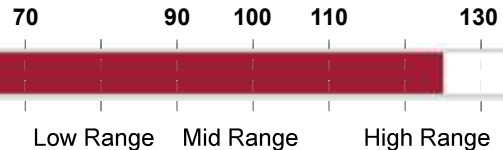
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

# Self-Actualization

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

125



## What You Said:

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. Lisa, 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.
- you should consider whether your goals are too easy to meet. They should be sufficiently challenging and contribute to your growth both inside and outside of work.

### Emotional Implications on the Job

**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.

### 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

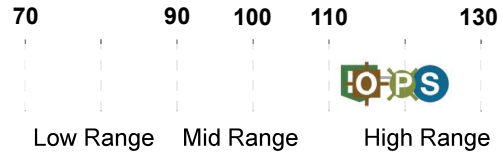
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning.

### Self-Actualization(125)

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.



# Self-Actualization



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

## What Your Raters Said:

There is variability in how your rater groups rated your Self-Actualization—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

You see yourself as being more self-actualized compared to how you are seen by your Manager(s), which could mean that your goals and achievements do not align with what others expect of you. It may seem that you are not contributing to your fullest, or that you lack commitment to your role. It may be the case that this rater group is not aware of certain types of pursuits and activities in which you engage. For example, your colleagues may not know you coach soccer or volunteer at a senior's centre in your community. Given that perceptions of your self-actualization can have profound implications for future opportunities, you might want to appropriately show others that your goals are indeed stretching you above and beyond what is expected for satisfactory performance. *How can you show more drive and passion when interacting with your Manager(s)?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR PEERS**

#### How your PEERS rated you:

You agree with your Peers that you have achieved an established level of Self-Actualization which likely has a positive influence on your daily functioning. This result suggests that your Peers may describe you as a self-motivated, goal-driven individual who seeks improvement in oneself and inspires the same improvement in others. Lisa, because you have found ways to apply your talents and strengths, you likely experience harmony knowing that they are being put to good use. You also know there is a greater purpose behind your actions, so if something goes awry your resilience and fortitude are likely to get you back on track more quickly than someone who has a lower sense of meaning in their pursuits. *Why do you think there is more agreement on your Self-Actualization with your Peers than with other rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	5	5	5			4.8
Has something to contribute	5	5	5			4.8
Seeks enriching experiences	5	4	5			4.8
Self-motivated	5	5	5			5
Makes good use of abilities	5	5	5			5
Strives to be the best he/she can be	5	5	4.86			5
Driven to achieve	5	5	5			4.8
Makes life meaningful	5	4	4.71			4.8
Looks for ways to improve	5	5	4.86			4.2

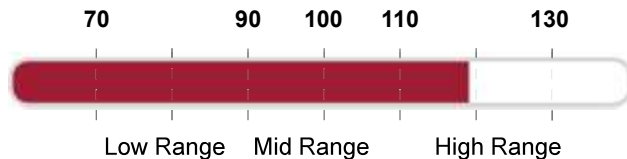
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions

119



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

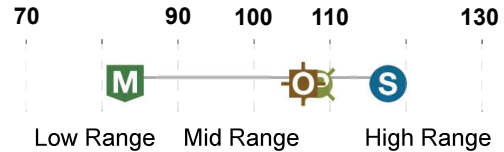
**Emotional Self-Awareness(119) > Emotional Expression(106)**

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



# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions



## What Your Raters Said:

Lisa, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

Your self-rating of Emotional Self-Awareness was higher than that of your Manager(s). This could mean that much of your internal dialogue and processing of your emotions is kept to yourself and not easily observable to your Manager(s), or perhaps there is something in your actions that is causing your Manager(s) to believe you are less aware of your emotions and the impact they have on others. It's true that emotional understanding starts within, but it eventually needs to be translated into your interactions with others. For instance, openly recognizing the impact stress has on your mood and apologizing for a heightened reaction to a colleague's problem is an effective demonstration of Emotional Self-Awareness. *What are the implications of your Manager(s) rating you lower in Emotional Self-Awareness? Have there been moments when you were unaware of your emotions or resulting behavior?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	4	5	4			4.6
Aware of how own mood impacts others	5	1	3.43			3.6
Knows what triggers own emotions	4	3	4.29			4
Aware of own feelings	5	2	4.57			4.6
Recognizes when he/she is upset	5	3	4.43			4.4
Understands how others' emotions affect him/her	5	2	3.86			3.2
Knows which emotions affect his/her performance	5	3	3.86			3.4

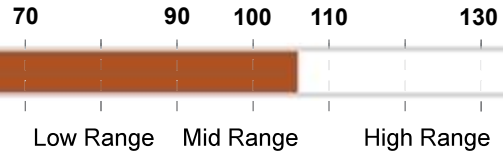
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# Emotional Expression

**Emotional Expression** constructive expression of emotions

106



## What You Said:

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

### Emotional Implications on the Job

**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).

### 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. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

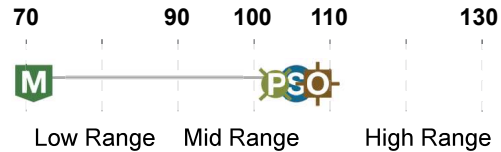
**Emotional Expression(106)** < **Assertiveness(123)**

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



# Emotional Expression

**Emotional Expression** constructive expression of emotions



## What Your Raters Said:

There is variability in how your rater groups rated your Emotional Expression—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

This rater group sees you as less emotionally expressive than you see yourself. This gap suggests that your Manager(s) may not see the same level of emotion from you as you believe you are expressing. One implication of this is that you may appear to be withholding thoughts or feelings in your interactions with your Manager(s). Or there could be a mismatch between the words you use, your body language, and tone of voice, which could give the impression that you aren't being completely forthright. Building stronger and trusting relationships may be difficult if people do not believe that you are being open with your feelings. *Why do you think this rater group sees you as less emotionally expressive than you believe yourself to be? Are there certain types of feelings you don't express or discuss?*

### Closest Agreement

The rater groups that agreed most closely with your self-assessment:

**YOUR PEERS and "OTHER" RATER GROUP**

### How your PEERS and "OTHER" RATER GROUP rated you:

Lisa, you agree with your Peers and Other Raters that you are generally open and expressive but could benefit from expressing an even wider range of emotions. There may be situations in which you hide your true emotions, or perhaps there are certain emotions that you find uncomfortable to share, no matter what the situation. Consider the implications of your level of emotional expression on your relationships; if you struggle to find the right words to describe your feelings you may have difficulty inspiring others or getting the support and resources you need to be successful. Also, consider whether your level of expression is appropriate across rater groups and situations; context matters, as full emotional disclosure is not always effective. *Why do you think your ratings on Emotional Expression are similar between you and your Peers and Other Raters? What would make other rater groups feel differently?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	3	5	2.14			1.8
Easily expresses feelings	3	1	3.86			4.2
Has difficulty expressing intimate feelings	2	5	2			1.8
Talks to others when sad	4	4	3.43			3.4
Difficult to show feelings to others	1	3	2			2.2
Difficult to show affection	2	3	2.71			1.6
Has difficulty describing feelings	2	4	1.71			2
Hard to smile	1	3	1.71			1.2

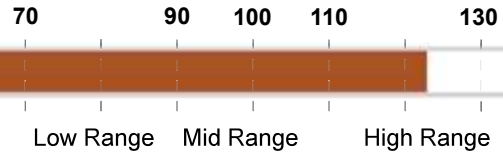
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Assertiveness

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

123



## What You Said:

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. Lisa, 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.

### Emotional Implications on the Job

**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, others may require you to be more flexible in your thinking.

### 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

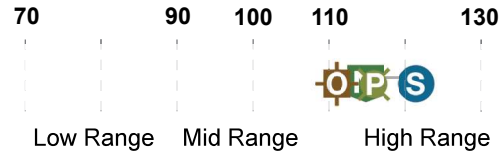
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**Assertiveness(123) > Empathy(105)**

Your Assertiveness is higher than your Empathy. Where possible, focus on collaboration in meetings. You should strive to appropriately assert your views, but show an equal willingness to listen to others and be willing to agree when possible.



# Assertiveness



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

## What Your Raters Said:

There is variability in how your rater groups rated your Assertiveness—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR "OTHER" RATER GROUP**

#### How your "OTHER" RATER GROUP rated you:

You rated yourself higher on Assertiveness than did your Other Raters. This gap suggests that you see yourself being more firm and direct than what is experienced in interactions with your Other Raters. Perhaps there are instances where this rater group had expected you to take a more assertive stance than you did, or maybe you feel assertive in your thoughts or intentions, but that ability to make your voice heard is not always translated into observable actions. Remember that in any role, and especially in leadership positions, your assertiveness is constantly on display. If your assertiveness is inconsistent, interactions with you can be more difficult. That is, because you speak up for yourself sometimes, people will assume you are comfortable doing so. When you do not, they will assume that you are content when you may not be. *What do you think explains the difference between your self-ratings and those of your Other Raters?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR PEERS**

#### How your PEERS rated you:

You agree with your Peers that you are able to be assertive, and stand up for yourself in a way that doesn't damage your relationships. Lisa, you are comfortable expressing your thoughts and ideas across different situations and in a manner that supports the accomplishment of your goals and objectives. This agreement in ratings indicates that your level of assertiveness is observed in much the same way as you believe you are demonstrating it; this rater group doesn't see you as being much more passive or much more assertive than you know yourself to be. You should still reflect on your interactions with your other rater groups to determine whether you find yourself as assertive in their presence as well. *Why might other rater groups see your level of assertiveness differently than you and your Peers do? Would your raters say that assertiveness is a strength for you? Have there been times when you should have taken a less assertive position?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	2	1	1.14			1.2
Says "no" when needed	5	4	4.71			4
Is assertive	5	3	3.43			3.8
Says so when he/she disagrees	4	5	4.71			4.6
Firm and direct	5	5	5			4.4
Stands up for own beliefs	5	5	5			5
Tells people what he/she thinks	5	5	4.71			4.4

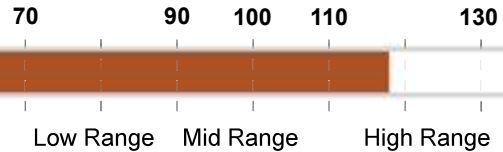
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Independence

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

118



## What You Said:

Lisa, 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.

### Emotional Implications on the Job

**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.

### 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. Achieving balance between these subscales can enhance emotional functioning.

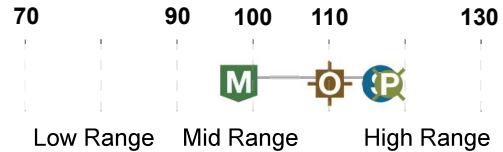
### Independence(118)

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



# Independence

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



## What Your Raters Said:

There is variability in how your rater groups rated your Independence—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

The gap between how you and your Manager(s) responded suggests that you are seen as less independent than you believe yourself to be. Consider whether the decisions you make could appear to be heavily based on the input of others, particularly from the viewpoint of your Manager(s). It may be worthwhile to clarify what level of autonomy this rater group expects; perhaps what you believe to be gathering input is seen as seeking reassurance and validation by your Manager(s). Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Manager(s) have rated you lower than you did yourself on Independence? What are the implications of believing yourself to be more independent compared to how others see you?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR PEERS**

#### How your PEERS rated you:

You and your Peers agree that Independence seems to come naturally to you. You are able to analyze a situation on your own, formulate an appropriate response, and move into implementation mode without seeking much approval. Lisa, this independent approach shows initiative and suggests that you take responsibility for your actions when direction is limited. A note of caution for independent people is to ensure that you include others not only in an effort to gather relevant information, but to achieve full support and buy-in for decisions. Check in regularly with your rater groups to ensure your preference for autonomy does not spur feelings of neglect or lack of involvement in your decisions. *At what point do you think independence can become counterproductive? Would your other rater groups agree with this?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	1	1	1.14			1
Clings to others	1	1	1			1.4
Easily influenced	2	2	1.14			1.6
Prefers job where told what to do	1	1	1.29			1.6
Difficult doing things on own	1	1	1			1.2
Needs reassurance	2	4	1.14			2
Needs others	1	4	1.57			1.4
More of a follower	1	1	1			1

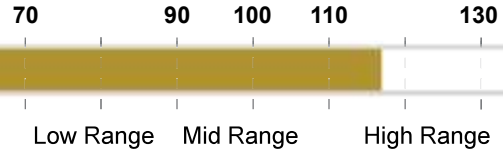
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

117



## What You Said:

Lisa, 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.

### Emotional Implications on the Job

**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 shy away from making decisions that could potentially cause conflict. Also, 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.

### 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. Achieving balance between these subscales can enhance emotional functioning.

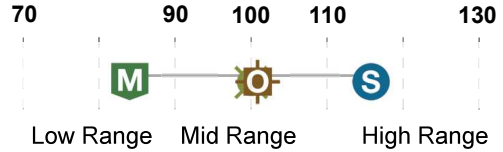
### Interpersonal Relationships(117)

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.



# Interpersonal Relationships

**Interpersonal Relationships** mutually satisfying relationships



## What Your Raters Said:

Lisa, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

This gap suggests that your Manager(s) may have higher expectations for your relationships than you do. It is important to examine any differences where others may not experience the same quality of relationship as you do. In the case of your Manager(s), there may be unmet needs or unequal give and take in this relationship, or perhaps this rater group sees a similar situation in the way you interact with others. You need strong relationships to successfully navigate your career. If interactions become strained because people see you as less trusting or approachable, they may avoid sharing information with you or feel little commitment to fulfilling their part of any shared objectives. *Do you treat your relationship with your Manager(s) any differently than you treat your relationships with your other rater groups?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily	4	4	3.86			3.8
Enjoys talking	5	4	4.57			4.6
Easy to approach	4	3	3.86			4
Easy to confide in	5	2	3.57			3.8
Fun to be with	5	3	3.57			4
Team player	5	3	4.14			4.8
Is sociable	5	4	4.43			4.2
Has good relationships	5	3	4.14			4.2

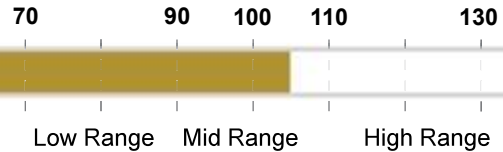
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Empathy

**Empathy** understanding, appreciating how others feel

105



## What You Said:

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

- you are "tuned in" to how others are feeling.
- you care about the thoughts and feelings of others as much as you do your own.
- under times of stress or moments of defensiveness, your empathy is challenged since there is a tendency to focus on oneself when under duress.

### Emotional Implications on the Job

**Emotional Implications.** Your result in Empathy provides a solid foundation for all other interpersonal skill areas. You draw on your ability to respect others so that your interactions with others appear sincere. Still, certain emotions may cause your normally empathic demeanor to crack. Anger, for example, can create problems for some people, causing them to become critical instead of caring and respectful.

### Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

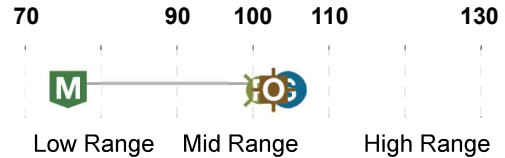
Empathy(105) < Reality Testing(130)

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.



# Empathy

**Empathy** understanding, appreciating how others feel



## What Your Raters Said:

There is variability in how your rater groups rated your Empathy—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

Your Manager(s) may perceive you to be less empathic than you see yourself. This difference in perspective may be the result of your Manager(s) perceiving your empathy as insincere. It is important to seek feedback from your Manager(s) to determine ways in which you can be more empathic and considerate of their needs. Although internally you may truly care for others, this level of concern may not be entirely apparent in your actions or conversations with your Manager(s). Remember, if others sense that their needs and feelings are not being taken into consideration, they can be left feeling alienated and undervalued, even if you have the right intentions behind your actions. *Why might there be such a difference between your self rating and that of your Manager(s)? Are there examples of interactions with this group that might have come across as less empathic than was intended?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR "OTHER" RATER GROUP**

### How your "OTHER" RATER GROUP rated you:

Lisa, you agree with your Other Raters that you are generally appreciative, understanding and compassionate of others' feelings. Although your Other Raters may describe you in this way, it is important to note that there are other rater groups who view your empathy differently than you do. The implication of this is that if you are seen as less sensitive or more sensitive towards certain individuals, you may lose the respect and trust of others. Try leveraging the empathy strengths you do have and apply them to situations where you may not show as much empathy as you could. *Why would your Other Raters agree with your self-rating of Empathy but other rater groups have a difference experience?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	5	3	3.86			4
Is empathic	4	3	3.86			3.8
Understands the way others feel	4	2	4			3.4
Avoids hurting others' feelings	4	2	3.57			4.2
In touch with others' emotions	4	1	3.43			3.4
Relates to others' emotions	4	2	3.57			3.6
Respects others' feelings	5	2	4.14			4.2
Sensitive to others' feelings	4	2	3.71			4
Cares about others' feelings	4	3	3.86			4.6

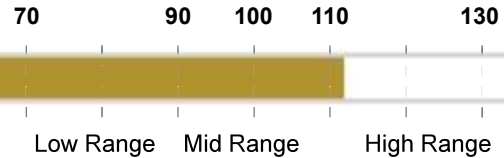
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Social Responsibility

**Social Responsibility** social consciousness; helpful

112



## What You Said:

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

### Emotional Implications on the Job

**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).

### 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. The largest difference is shown below.

**Social Responsibility(112)** < **Self-Actualization(125)**

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



# Social Responsibility

**Social Responsibility** social consciousness; helpful



## What Your Raters Said:

There is variability in how your rater groups rated your Social Responsibility—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

Your Manager(s) may see you as less socially responsible than you believe yourself to be. This difference in perspective may be the result of your Manager(s) not being privy to all you do, not seeing your care and passion being translated into action, or not sensing authenticity in your efforts to contribute and cooperate. Reflect on your interactions with your Manager(s) and determine whether there have been events where you put your own interests or welfare ahead of others. Sometimes, even if we have the best of intentions, others may feel that we didn't contribute or help out to our fullest potential. If this is the case, seek feedback to determine ways in which you can demonstrate more teamwork and dependability to your Manager(s). *What are the implications of this rater group not seeing you as socially responsible as you believe you are?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR PEERS**

### How your PEERS rated you:

You and your Peers agree that you frequently show concern for the welfare of others and participate as a cooperative and constructive member of your organization and community. It is not uncommon to see someone with this level of social responsibility involved in a variety of social and leadership pursuits, which can be inspirational and motivating to your colleagues. Helping others also has benefits for you, Lisa, such as positive emotions, improved relationships and greater confidence in managing change. Take care that when helping others, you do not take on the responsibilities of others at the expense of your own priorities. *How can you apply your social responsibility skills to less established relationships?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	4	3	4.57			4.4
Tries to make a difference in society	5	3	4.71			4.8
Likes helping	5	4	4.43			4.8
Is a contributing member	5	3	4.86			5
Contributes to community	4	3	4.86			4.8
Cares about social issues	4	3	4.29			4.2

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Problem Solving

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

111



## What You Said:

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. Lisa, 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.

### Emotional Implications on the Job

**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.

### 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 another 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

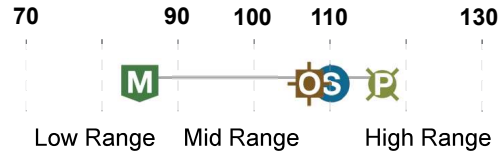
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**Problem Solving(111)** < **Reality Testing(130)**

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.



# Problem Solving



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

## What Your Raters Said:

There is variability in how your rater groups rated your Problem Solving—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

The gap between you and your Manager(s) suggests that you may not be leveraging your emotions to facilitate problem solving as much as you believe. To your Manager(s), you may appear more indecisive or overwhelmed when making decisions. Even if internally you feel very much in control of your emotional state, consider what your decision making process looks like from the perspective of your Manager(s). If you second-guess yourself, avoid problems, or blow things out of proportion, it can appear that your emotions have clouded the process. *What would your problem-solving process look like to your Manager(s)? What elements would cause them to provide you with a lower rating than you gave yourself?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR "OTHER" RATER GROUP**

#### How your "OTHER" RATER GROUP rated you:

You agree with your Other Raters that you engage in effective problem-solving strategies. Your Other Raters may describe you as having unwavering focus on the problem at hand, managing your emotions so that they do not interfere with, but rather facilitate, your ability to make decisions. Lisa, be cognizant of raters who see your problem solving in a different light than you and your Other Raters do. Determine whether your problem solving process looks different depending on the situation, the emotions and the people involved. *Why do you think there is more agreement between you and your Other Raters than between you and other rater groups? How do you see this aspect of EI influencing your performance with regard to other EI competencies?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when upset	3	3	1.29			1.8
Worries about a problem rather than solving it	2	2	1			1.4
Avoids dealing with problems	1	2	1			1
Has difficulty deciding on the best solution	1	2	1			1.4
Gets stuck when solving problems	1	4	1.14			2
Gets overwhelmed when making decisions	1	2	1			1
Gets frustrated and gives up	1	1	1			1
Emotions get in the way of decisions	1	4	1.71			2

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Reality Testing

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

130



## What You Said:

**Reality Testing**—“being grounded” or “tuned into the situation”—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. Lisa, 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.
- you rely heavily on logic and objective evidence to reach a decision, even when it is at odds with your feelings and/or beliefs.

### Emotional Implications on the Job

**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.

### 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

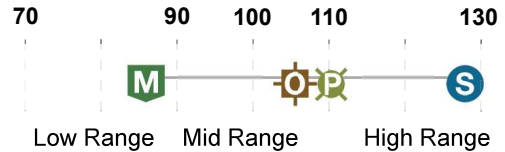
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**Reality Testing(130)** **Problem Solving(111)**

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



# Reality Testing



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

## What Your Raters Said:

Lisa, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

Your self-assessment suggests that you see yourself as more objective and realistic compared to the perception of your Manager(s). You may feel that you are setting realistic goals, and making clear, objective decisions; however, those around you (in your case, your Manager(s)) may not perceive the same level of practicality in these plans. Reality Testing includes being aware of what is happening around you, particularly when emotions run high. It seems that your Manager(s) may pick up on times when you are less tuned-in to situations, or when you see things as you wish them to be rather than how they really are. *Can you think of an example where your Manager(s) might have observed you being unrealistic or biased in your evaluation of a situation?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	5	3	4.29			4
Makes realistic plans to achieve goals	5	4	4.86			4.8
Recognizes own biases	5	3	3.86			3.8
Has good sense of strengths and weaknesses	5	4	4.57			4.6
Knows when to be objective	5	3	4			3.4
Knows when emotions affect objectivity	5	3	3.86			3.4
Even when upset, aware of what's happening to self	5	2	4.14			4.2
Has a good sense of what is going on	5	2	4.71			4

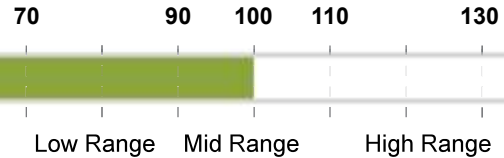
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Impulse Control

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

100



## What You Said:

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

## Emotional Implications on the Job

**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.

## 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.

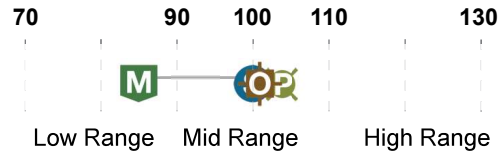
## Balancing Your EI

This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**Impulse Control(100)** < **Assertiveness(123)**

Your Impulse Control is lower than your Assertiveness. Assertiveness works effectively with impulse control when your actions are made with confidence after due consideration to those around you and to the circumstances. This relationship can be balanced by taking time to consider the appropriateness of what you want given the circumstances, then leveraging your assertiveness to act in the most effective manner.

# Impulse Control



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

## What Your Raters Said:

There is variability in how your rater groups rated your Impulse Control—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

You see yourself as more in control of your impulses than is perceived by your Manager(s). Your interactions with your Manager(s) may appear to be more spontaneous or hasty than you intended them to be. One explanation for this discrepancy is that although you might believe you are being deliberate and analytical, you may not convey to your Manager(s) the thought process underlying your actions and decisions. As a result, these actions and decisions could be seen as hasty. *What are some ways that you can demonstrate your impulse control to your Manager(s)? Has there ever been a time when you acted impulsively and later regretted your behavior?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR "OTHER" RATER GROUP**

#### How your "OTHER" RATER GROUP rated you:

You and your Other Raters agree that you tend to show control and restraint in the face of temptation or compelling urges but there are some instances where your emotions may override your normally deliberate behavior. Lisa, your ability to stay the course allows others to have confidence in you and commitment to your direction. Strive for a consistent experience of your impulse control; being able to control impulses more consistently, particularly in times of stress, may further improve your relationships. *In which situations is it hard for you to resist your impulses to act? How does this affect your ability to make effective decisions?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	1	3	1.57			1.8
Interrupts others	2	2	2.14			2
Impulsivity creates problems	2	3	1.43			1.4
Is impulsive	2	2	1.71			1.6
Finds it hard to stop talking	3	3	2.57			2.6
Reacts hastily	2	3	1.43			2.2
Difficult to control impulses	2	4	1.71			2
Finds it difficult to resist temptation	2	1	1.43			1.2

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Flexibility

**Flexibility** adapting emotions, thoughts and behaviors

99



## What You Said:

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

### Emotional Implications on the Job

**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 business people, 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.

### 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

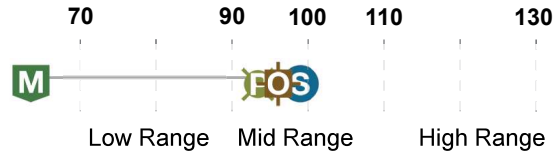
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Flexibility(99) < Independence(118)

Your Flexibility is lower than your Independence. Balancing these components of EI can be tricky since the goal is to be open and responsive to change, but you want to maintain an ability to act and think independently at the same time. The key is to be willing to change while standing firm when it is important for you to do so. Often you can leverage your independence by implementing strategies to help execute change brought on by others.

# Flexibility

**Flexibility** adapting emotions, thoughts and behaviors



## What Your Raters Said:

There is variability in how your rater groups rated your Flexibility—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

You perceive yourself to be more open to change compared to the rating of your Manager(s). In this relationship, you may come across as more “set in your ways” than you intend to be. If you appear to be uncomfortable with changes to the status quo, you might find yourself left out of conversations around important changes or the sharing of new information and innovative ideas. Watch for instances where your facial expressions or body language suggest that you are uneasy with change, particularly if you feel positively toward the change. Your Manager(s) may be picking up on subtle reactions you display and might infer that you are resistant to trying something new. *Why do you think your Manager(s) rated you lower in Flexibility compared to your self-rating?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR “OTHER” RATER GROUP**

#### How your “OTHER” RATER GROUP rated you:

You agree with your Other Raters that you are generally open to change and able to adapt your emotions, thoughts and behaviors to changing conditions. Lisa, both you and your Other Raters would probably agree there is still room for you to demonstrate increased flexibility by recognizing when your emotions prevent you from being open to change. Being emotionally attached to your ways can prevent you from learning and adapting with the business. *Why do you think the closest agreement with your self-rating of Flexibility is with your Other Raters? What do you think is the basis for their feedback?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change own opinion	2	4	2.43			2.6
Does not like unfamiliar situations	3	5	3			2
Hard to change own ways	2	3	2.57			2.6
Has difficulty compromising	2	5	2.29			2.6
Uneasy with last-minute changes	2	5	3.29			3
Finds it hard to make changes	3	4	2.14			1.6
Needs things to be predictable	3	4	2.71			2.8
Uneasy with change	2	4	2.29			2.2

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

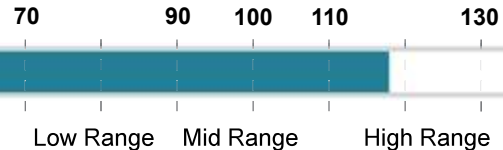
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# Stress Tolerance

**Stress Tolerance** coping with stressful situations

118



## What You Said:

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Lisa, 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.

## Emotional Implications on the Job

**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.

## 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. The largest difference is shown below.

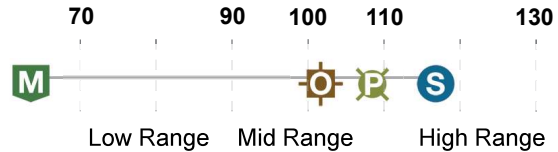
**Stress Tolerance(118) > Flexibility(99)**

Your Stress Tolerance is higher than your Flexibility. Balancing these aspects of EI involves using coping mechanisms to deal with stressful situations while they are occurring. It also means changing tactics if the stressful situation has not been overcome. Waiting out stressful events may work but is not typically the best strategy. To facilitate a more active approach to dealing with stress, identify one small thing that could be changed about the stressful situation and push to change it. Even the most stress tolerant people need to adjust to their surroundings to avoid burnout and fatigue.



# Stress Tolerance

**Stress Tolerance** coping with stressful situations



## What Your Raters Said:

There is variability in how your rater groups rated your Stress Tolerance—some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

You describe yourself as more stress tolerant than what is observed by your Manager(s). This gap could mean that during times of stress you may intend to remain calm and collected, but your behavior leads others to believe you are more anxious or overwhelmed than you feel. Your Manager(s) may therefore believe that your emotions get in your way when dealing with stress, even if you believe you have a clear focus to get through challenging times. Be aware of your physical displays of emotion and the way you communicate during times of stress. It appears that your Manager(s) may be picking up on signals that suggest you are not tolerating stress as well as you might think. *What are some possible explanations for the gap between your self-rating and that of your Manager(s)? What are the implications of your Manager(s) believing you to be less tolerant of stress?*

### Closest Agreement

The rater group that agreed most closely with your self-assessment:

**YOUR PEERS**

#### How your PEERS rated you:

Lisa, you and your Peers would describe your reaction to stress as composed, focused, and in control, which likely calms and motivates your colleagues. The way you cope with your challenges and demonstrate a stable and relaxed demeanor will help you to assume a leadership role. You may at times be sought out by others to help them handle the stress they are experiencing. Be aware of mounting expectations from your Peers, as this rater group might see you as capable of taking on increasing amounts of work. You may need to be assertive and voice when you are at your threshold for accepting more responsibility. *What signals can you look for to indicate that you are being overwhelmed or fatigued by mounting stress?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	5	2	4.14			4.2
Can't think clearly when under stress	2	5	1.43			2
Thrives when challenged	5	4	4.71			5
Handles stress well	4	2	4.57			3.6
Performs well under pressure	5	2	4.57			4
Copes well	5	2	4.43			4
Handles upsetting problems	5	1	3.71			4
Does not react well to stress	1	5	1.71			2.2

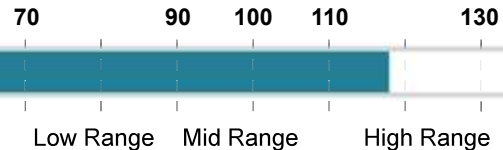
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Optimism

**Optimism** positive attitude and outlook on life

118



## What You Said:

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. Lisa, 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.
- if you are overly optimistic you may set unrealistic goals, ignore personal shortcomings, or ignore evidence that suggests your efforts are headed towards a negative outcome.

### Emotional Implications on the Job

**Emotional Implications.** People who are strong optimists tend to focus on positive emotions, which promotes happiness in oneself and those around you. Remember, however, that there are times when negative emotions such as fear, anger, and disgust must be acknowledged, as a stepping stone to positive outcomes.

### 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

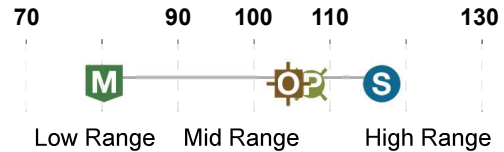
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Optimism(118) < Reality Testing(130)

Your Optimism is lower than your Reality Testing. To balance these components, use objective information and facts to inform, strategize, and inspire dreams and visions for the future. Although there are times when you must change course entirely, don't give up if there is still a reasonable chance to succeed. Consider all possible courses of action before revising goals.

# Optimism

**Optimism** positive attitude and outlook on life



## What Your Raters Said:

Lisa, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

### How your MANAGER rated you:

Your Manager(s) rated you as less positive and resilient than you rated yourself. This discrepancy suggests that regardless of how optimistic you feel, your actions and words are being perceived as less optimistic by your Manager(s). In your interactions with this rater group, be vigilant that you are communicating and using actions that show you are as hopeful for the future as you feel. Otherwise, your ability to inspire and lead might be compromised if pessimism is sensed in the way you make decisions, formulate plans, or resolve setbacks. Consider also whether your self-assessment is realistic. Although we have good intentions about seeing the best in people and situations, our experience, role expectations, and policies may cloud our perceptions and actions. *What could be an implication of your Manager(s) thinking you are less optimistic than you really are?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	5	3	4.14			4
Is optimistic	5	3	4.29			4.4
Expects the worst	1	3	1.43			1.8
Hopeful for the future	5	3	4.71			4.4
Sees the best in people	4	3	4.14			4.2
Has good thoughts about the future	5	4	4.71			4.6
Expects things to turn out all right	5	2	4.29			4.2
Has a positive outlook	5	3	4.29			4.2

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

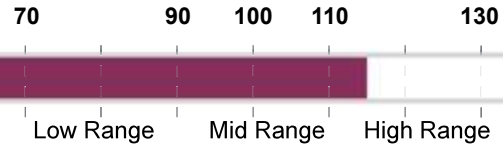
This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.



# 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

Lisa, 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 (123)

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 (117)

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.

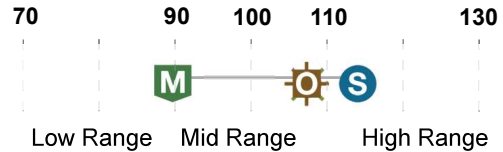
- Are there times when you struggle with your relationships? If so, what causes the struggle and how do you remedy conflict and miscommunication?
- Do you have a mentor? Do you act as a mentor to someone else?

### Self-Actualization (125)

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?

# Well-Being Indicator



**Happiness** satisfied with life; content

## What Your Raters Said:

There is variability in how your rater groups rated your Happiness--some see you differently than you see yourself, while others agree with your self-assessment. This section details:

- (1) the rater group whose score was most different from your self-assessment, and
- (2) the rater group that agreed most closely with your self-assessment.

### Biggest Gap

The rater group whose score is most different from your self-assessment:

**YOUR MANAGER**

#### How your MANAGER rated you:

You see yourself as being much happier compared to how you are perceived by your Manager(s). This discrepancy suggests that regardless of how happy and satisfied you are with your life, this contentment is perhaps not being translated into the way you work with your Manager(s). There may be specific people or dynamics that make interactions with this rater group less enjoyable for you, or perhaps you present yourself differently with this group than you do with others. You may want to investigate why this rater group sees you as less satisfied compared to your self-perception. Addressing this gap could mean working out personal conflicts with people, or changing your interaction style with this rater group. *How do you display satisfaction with your life when you are working with these individuals?*

### Closest Agreement

The rater groups that agreed most closely with your self-assessment:

**YOUR PEERS and "OTHER" RATER GROUP**

#### How your PEERS and "OTHER" RATER GROUP rated you:

Lisa, you and your Peers and Other Raters describe you as someone with a high degree of satisfaction with life, who enjoys the company of others and derives a great deal of pleasure from work. These people likely can see your positive attitude spreading around the workplace, helping to inspire and motivate coworkers, especially when they are faced with difficult situations. Others do not perceive your level of Happiness in the same way though, so care should be taken to portray yourself consistently across rater groups. When your colleagues sense that you portray a different level of enjoyment to various people, they may begin to question your authenticity, which can make it difficult for you to gather support for your ideas. Fake happiness is not a substitute for expressing how you truly feel, and is actually more difficult to sustain over longer periods of time. *Do you feel you present different levels of happiness with different work groups? If so, what are the reasons for it, and what can you do to make your level of happiness more consistent across groups and contexts?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	3	2	1.14			1.8
Is not happy with his/her life	1	2	1.14			1.2
Is enthusiastic	5	3	4.29			4.6
Is happy	5	3	4.14			4.4
Is satisfied with his/her life	5	5	4.57			4.4
Is excited about his/her life	5	4	4.29			4.4
Looks forward to his/her day	5	3	4.57			4.6
Is content	5	3	3.86			4.6

Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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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 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

Action Planner (example)

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 for reaching 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 \_\_\_\_\_