



Development summary

Sam Sample

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General Working Population (sample size 1634)

eip3

Emotional Intelligence Profile



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About this report

This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **Emotional Intelligence Profile**. The information in this report should only be disclosed to third parties with the prior agreement of the participant.

A full understanding of this analysis should also take into account other relevant information such as personality, actual experience, skills and knowledge, current circumstances, culture etc.

Your Development summary contains the following information:

- A brief explanation of the six key parts of Emotional Intelligence
- A description and summary of your two **Behaviour** scales of Self Management and Relationship Management (top layer of the framework)
- A description and summary of your two **Feeling** scales of Self Awareness and Awareness of Others (middle layer of the framework)
- A description and summary of your two **Attitude** scales of Self Regard and Regard for Others (lowest layer of the framework)
- A colour coded summary of your profile in relation to the six key parts of Emotional Intelligence
- Suggestions for your personal development and a form for recording your reflections and actions

Emotional Intelligence focuses you on the personal changes you may choose to make in order to get the best out of yourself and truly engage, inspire and motivate others.

Introduction to Emotional Intelligence

Emotional Intelligence (EI) is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Individuals with higher EI will be better able to manage themselves and their relationships to be both personally and interpersonally effective. The framework shown below provides an organising structure for the different facets of EI and how they are related. The two main streams of EI are:

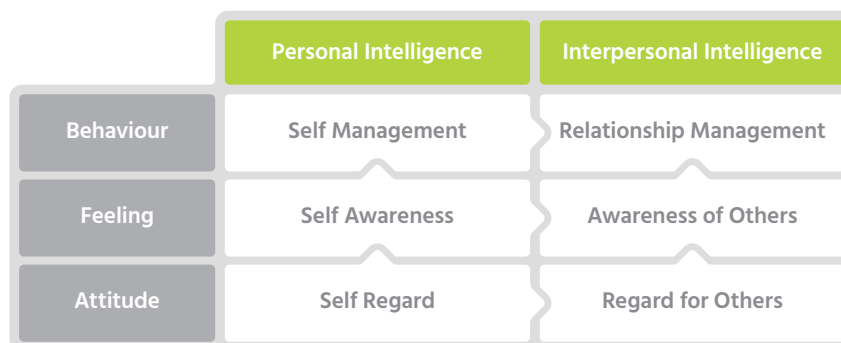
Personal Intelligence

Being effective at picking up what is going on inside of you (**Self Awareness**) and taking appropriate actions to manage yourself (**Self Management**).

Interpersonal Intelligence

Being effective in picking up what is going on for other people (**Awareness of Others**) and taking appropriate actions to manage them (**Relationship Management**).

Your Emotional Intelligence is influenced by your attitudes. In particular, your attitude towards yourself (**Self Regard**) and your attitude towards other people (**Regard for Others**). To make developmental changes stick, it is important to develop the right attitudes along with your behaviours. The relationship between the various parts of Emotional Intelligence is shown in the diagram below.



Who you are being compared against

The Emotional Intelligence questionnaire is a self-report measure and your Profile reflects your self-perceptions. Your results are based on a comparison with a cross section of the working population or a specific group within the working population (as shown on the cover page).

Your Behaviour scales

The scale descriptions below are based on your scores on the Behaviour scales: Self Management and Relationship Management.

Self Management

Self Management is about how you manage your behaviour to be personally effective. Overall you scored **average** on this scale. Key descriptors include;

- You may not be clear on or behave in line with your core values and principles. At times you may be inconsistent or less reliable in your behaviour.
- You may have a tendency to become despondent when faced with difficult situations. Following set-backs you may take things personally and take time to recover.
- You may currently feel you do not have much influence over events or circumstances and may seek support from others to make decisions or take action.
- You have a broad idea of your personal goals what you want to achieve but may allow yourself to be distracted and do not always achieve what you set out to do.
- You quickly adapt your ways of working to meet the needs of the situation and are open to exploring new ways of doing things.
- You likely invest time and energy into developing and maintaining close relationships; you are open in sharing your thoughts and expressing your feelings with others.

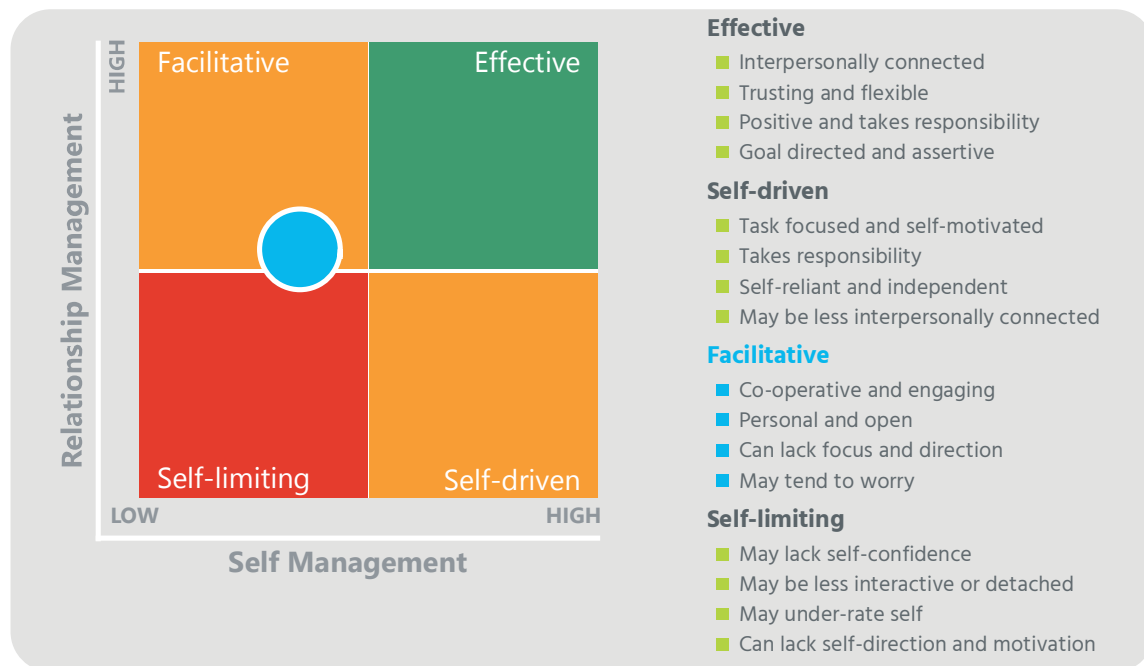
Relationship Management

Relationship Management is about how you manage your relationships to be interpersonally effective. Overall you scored **average** on this scale. Key descriptors include;

- You may demonstrate less control when expressing your feelings; tending to over react or be overwhelmed when experiencing strong emotions.
- When faced with conflict, you may have a tendency to become confrontational, domineering or adopt a hostile approach.
- You may be over-optimistic in your expectations and general view of situations; tending to see all events very positively, overlooking or ignoring problems and taking risks.
- You tend to display the right balance between placing your trust in others while at the same time ensuring your trust in them is well-founded.
- You take into consideration and balance others needs when working with them, as well as feel comfortable working independently and relying on your own decision making.

Your Behaviour summary

The matrix below shows the balance between your **Behaviour** scales of **Self Management** and **Relationship Management**. Your score is shown by the **blue ball**. The ideal position is to be **Effective** towards the top right hand corner; the least effective position is to be **Self-limiting**, towards the bottom left hand corner.



Summary description

Your Relationship Management is slightly higher than your Self Management. This suggests you are effective at building and maintaining relationships and may be less effective at managing your own behaviour towards achieving goals. You may enjoy building relationships between other people, co-operating and engaging with others, but feel unsure of what you want or how to direct your talents to get there. The impact may be that you help others meet their own or the organisation's needs, but sometimes struggle to achieve tasks or outcomes personal to you. For example, short-term distractions or setbacks may get in the way of your long-term success. To develop Self Management, set clear and realistic expectations, keep setbacks in perspective, be consistent but remain adaptable to change, take responsibility for your actions and meet your commitments. It is likely that some fine-tuning in these areas will help you move into the Effective position.

Your Feeling scales

The scale descriptions below are based on your scores on the Feeling scales: Self Awareness and Awareness of Others.

Self Awareness

Self Awareness is the degree to which you are in touch with your body your feelings and your intuitions. Overall you scored **low** on this scale. Key descriptors include;

- You are less aware of your emotional states causing occasional reactive behaviour.
- When communicating with others, you use a limited range of emotional expression.
- You do not make much use of intuition in your decision making.
- You may attempt to ignore, bottle up or section off your emotions.
- It is likely you lack some awareness of your values and needs.

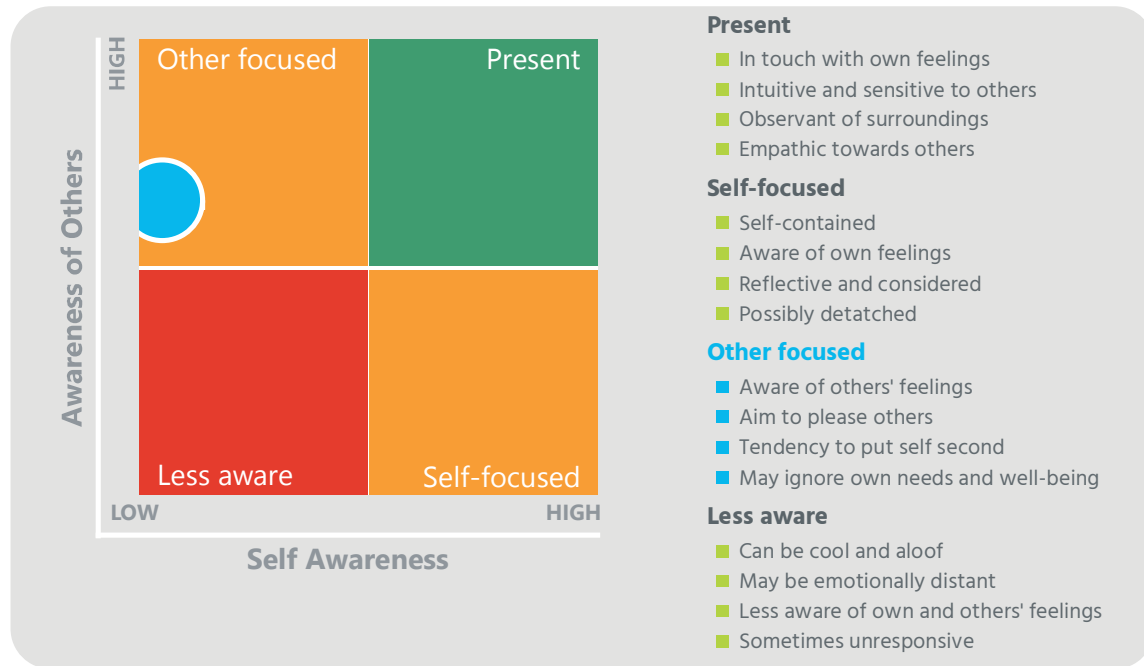
Awareness of Others

Awareness of Others is the degree to which you are in touch with the feeling states of others. Overall you scored **average** on this scale. Key descriptors include;

- You generally pay attention to and show interest in others.
- You have a reasonable understanding of individual's motivations and needs.
- Sometimes you may lack tact or struggle to empathise with others.
- You may not always be aware of the impact you have on others.
- Occasionally, the assumptions you form about others may be inaccurate.

Your Feeling summary

The matrix below shows the balance between your **Feeling** scales of **Self Awareness** and **Awareness of Others**. Your score is shown by the **blue ball**. The ideal position is to be fully aware and **Present** towards the top right hand corner; the least effective position is to be **Less aware**, towards the bottom left hand corner.



Summary description

Your Awareness of Others is higher than your Self Awareness. This suggests you are more likely to notice or work out what other people are feeling, what mood they are in and what they need and less likely to notice your own feelings, moods and needs. The impact of this may be that other people feel you understand and accept them. The impact on you may be that you are unclear on what matters to you or do not look after yourself as well as you could. To develop your Self Awareness, balance your focus on others with taking time to tune in more carefully to how you feel in the moment, identify what your needs are and what you really want.

Your Attitude scales

The scale descriptions below are based on your scores on the Attitude scales: Self Regard and Regard for Others.

Self Regard

Self Regard is the degree to which you accept and value yourself. Overall you scored **average** on this scale. Key descriptors include;

- You can accept possible development areas without being too self-critical.
- Generally you are self-confident with a good sense of well-being.
- You may give insufficient praise and recognition to yourself.
- Under pressure, you may be self-doubting.
- Occasionally you may worry about personal shortcomings.

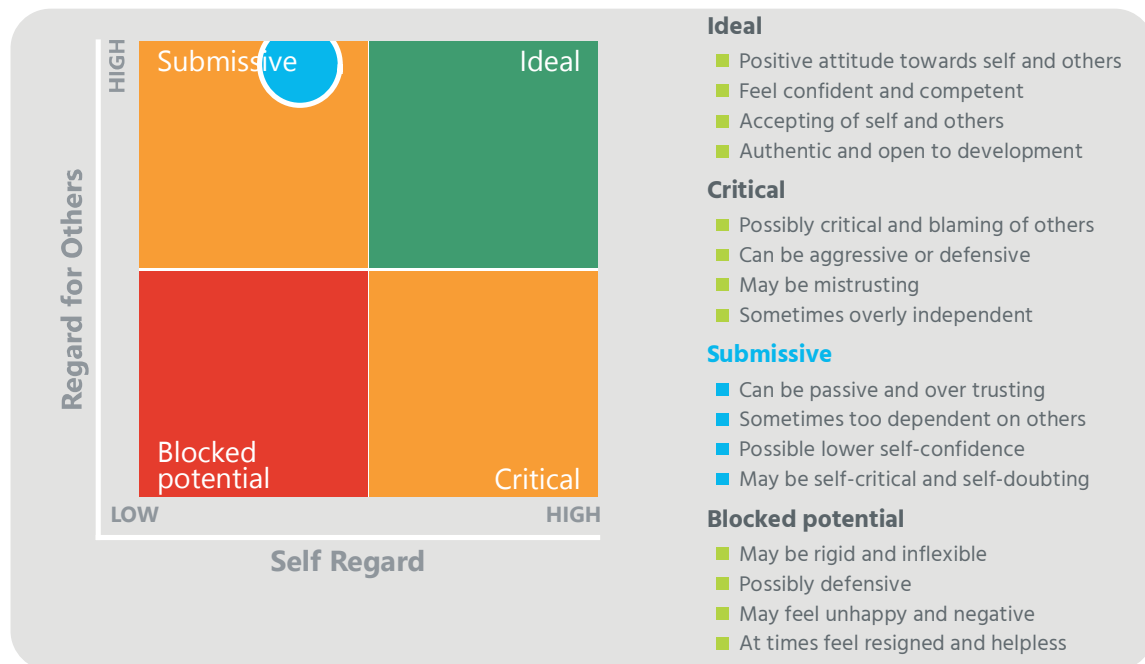
Regard for Others

Regard for Others is the degree to which you accept and value others as people as distinct from liking or approving of what they may do. Overall you scored **high** on this scale. Key descriptors include;

- You pay attention to people; listen well and respond to peoples' needs.
- You may use praise and encouragement to motivate people.
- You value people and build strong relationships.
- Typically, you will take time to support and develop people.
- You frequently show care and understanding towards others.

Your Attitude summary

The matrix below gives an indication of the balance between your **Attitudes** of **Self Regard** and **Regard for Others**. Your score is shown by the **blue ball**. The most effective position is to be **Ideal** towards the top right hand corner; the least effective position is to be **Blocked potential**, towards the bottom left hand corner.



Summary description

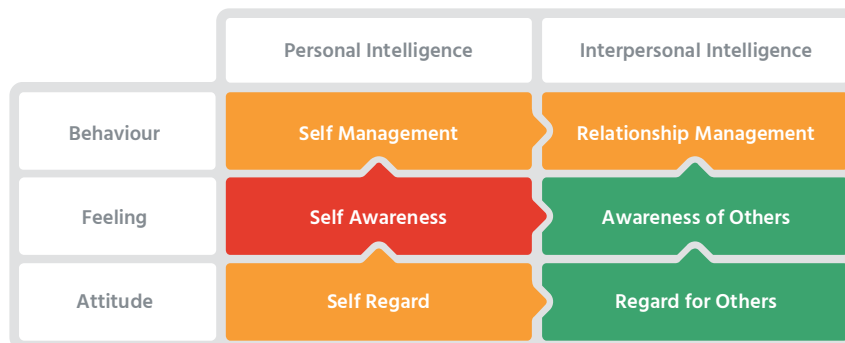
Your Regard for Others score is slightly higher than your Self Regard score. This suggests that sometimes you may fall into behaviours such as blaming yourself when things go wrong, feeling down on yourself, struggling with confidence or being unsure of what you want. This may be more noticeable when you experience stress. In dealing with others, you may trust them too much, be too reliant on their opinions, or give way too quickly in conflict situations. Other people may experience you as generally supportive and helpful, accepting them for who they are and being willing to meet their needs – even at the expense of getting your own needs met. To develop greater Self Regard, when you notice you are being self-critical, challenge the negative thoughts by focusing on the relevant positive aspects of yourself and the situation. Also, make time to do the things you enjoy in work and in life. It is likely that some fine-tuning in these areas will help you move into the Ideal position, with a balanced regard for yourself and others.

Your summary profile

Your Emotional Intelligence results represent your responses to questions relating to each of the sixteen scales. The measurement for the questionnaire works by calculating how different your patterns of responses to the questions are when compared to a group of other responses.

The summary profile below represents your overall level of effectiveness (strengths and development areas) on each of the six parts of the Emotional Intelligence framework. These have been colour coded as follows:

- You rated yourself lower than the comparison group rated themselves.
- You rated yourself about the same as the comparison group rated themselves.
- You rated yourself higher than the comparison group rated themselves.



Pause for reflection

The profile above indicates your view of your own Emotional Intelligence at the time you completed the questionnaire:

- Consider the difference between your Personal Intelligence (the left side of the model) and your Interpersonal Intelligence (the right side of the model).
- Consider the difference between the three levels: your Attitude (the bottom of the model), your Feeling (the middle part of the model) and your Behaviour (the top of the model).

Scores are not necessarily good or bad. They should be used to help you focus on 'where you are now' against 'where you want to be'.

Your development summary

Development suggestions

Below are three suggestions for your development based on the areas you scored relatively **lower** on.

- Develop your **emotional control**. Identify what situations cause a strong emotional reaction in you. Notice your feelings early; for example, frustration before it becomes anger and anticipation before it becomes anxiety. If you feel compelled to express a feeling, pause for six seconds and allow time before you do or say anything.
- Develop your **Authenticity** by being consistent with others. Ask a range of people who experience you in different settings whether you are consistent and reliable with them in all situations. Ensure that you extend your reliability to all people in all situations. Ask them what they would like you to do to improve on this even further, e.g. to keep your promises.
- Develop your **Self Awareness**. One method is to keep a record of feelings you experience each day and identify your emotional reactions; identifying emotions provides the first step to managing them. Additionally, share your feelings with someone you trust. Talking through your feelings may help you to learn how they influence your behaviour and performance.

Building on your strengths

Below are three suggestions for making best use of your strengths based on the areas you scored relatively **higher** on.

- Continue to demonstrate compassion and **Regard for Others**, even when you deliver difficult messages or give people feedback. Use your warmth, caring and enthusiasm towards people to inspire them to reach beyond their comfort zones. Also, be sure to look after your own needs as well as those of others.
- Recognising the right level of **Trust** to place in different people is one of your strengths. Use this skill to delegate responsibility appropriately, give sufficient autonomy for people to feel engaged and set realistic expectations of other people's abilities. Displaying appropriate trust in others will help motivate people to perform and take responsibility for achieving results.
- Use your **Interdependence** with others for effective team working. Help create a team environment where people can learn from mistakes and where ideas are welcomed without fear of criticism, ridicule or personal attack. Also challenge yourself to take on more leadership roles.

Your personal development

Answer these questions below to begin mapping out a **personal development plan**.

Your reflections

- What have you learnt or become aware of from reading your Development summary?

Your strengths

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage?

Your development

- How are your development areas limiting or hindering your performance?
- What actions can you take to address your development areas?



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