

Executive Report

Sam Sample

10 February 2023

General Working Population

Contents

04

About this report

05

Introduction to Emotional Intelligence

06

Your Emotional Intelligence Profile

08

Your narrative section

24

Your item analysis

33

Your summary profile

37

Your development summary

About this report

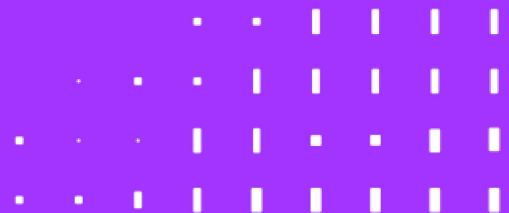
This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **Emotional Intelligence Profile**. The information in this report should only be disclosed to third parties with the prior agreement of the participant.

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 Executive report contains the following information:

- A brief explanation of the six key parts of Emotional Intelligence
- Your score on sixteen different aspects of Emotional Intelligence
- A description of your score on each of the sixteen Emotional Intelligence scales
- A list of your responses to each question
- A colour coded summary of your profile in relation to the six key parts of Emotional Intelligence

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:

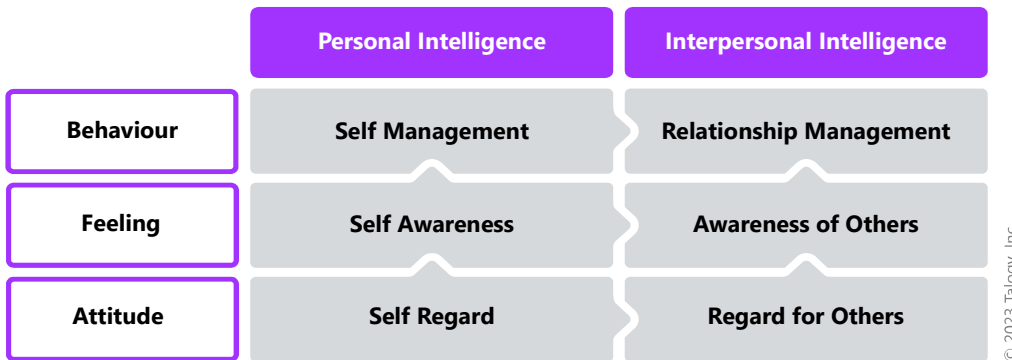
Personal Intelligence

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 specific group within the working population (as shown on the cover page).

Your Emotional Intelligence Profile

Linear scoring

Scores are presented on a 1 to 10 scale relative to the comparison group (this is called a sten score). A midrange score of 5 or 6 indicates that your score was similar to the average of the comparison group. Scores further away from the mid-point indicate you were higher or lower than the average range. A sten score of 8 to 10 would indicate you rated yourself higher than most people (in the highest 15% of the comparison group). The ideal position is to score higher on each scale.

Attitude

1 Self Regard 

The degree to which you accept and value yourself.

2 Regard for Others 

The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

Feeling

3 Self Awareness 

The degree to which you are in touch with your physiology, feelings and intuitions.

4 Awareness of Others 

The degree to which you are in touch with the feelings of others.

Self Management

5 Emotional Resilience 

The degree to which you are able to pick yourself up and bounce back when things go badly for you.

6 Personal Power 

The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

7 Goal Directedness 

The degree to which you relate your behaviour to long-term goals.

8 Flexibility 

The degree to which you feel free to adapt your thinking and your behaviour to changing situations.

9 Connecting with Others 

The extent and ease with which you are able to make significant connections with other people.

10 Authenticity 

The degree to which you invite the trust of others by being principled, reliable, consistent and known.

Multi-scale scoring

Multi-scale scores are also presented on a 1 to 10 sten scale relative to the comparison group. Mid-range scores (5 or 6) indicate you were similar to the average for the comparison group. Scores further away from the mid-point mean you were higher or lower than average. Multi-scale scores measure whether you display too much, too little or the ideal amount on a particular scale. The ideal position is to score low on the red scales (too little and too much) and high on the green scale (ideal). The blue bar represents the degree to which this overall balance between the three scales is achieved.

Relationship Management

11 Trust

Your tendency to trust others.



Mistrusting



Carefully Trusting



Over Trusting



12 Balanced Outlook

How well you manage to balance optimism with realism.



Pessimistic



Realistically Optimistic



Over Optimistic



13 Emotional Expression and Control

The degree to which you are emotionally controlled.



Under Controlled



Free and in Charge



Over Controlled



14 Conflict Handling

How well you handle conflict.



Passive



Assertive



Aggressive



15 Interdependence

How well you manage to balance taking yourself and taking others into account.



Dependent



Interdependent



Over Independent



Developing your Emotional Intelligence

16 Reflective Learning

The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.



Your narrative section

1 Self Regard



Definition: The degree to which you accept and value yourself.

Interpretation

Your Self Regard score was high compared to the comparison group. Developing and maintaining your Self Regard or self-esteem is a prerequisite for effective behaviours. Having high Self Regard suggests that you feel mostly happy with yourself and who you have become and have reasonably strong inner confidence. High Self Regard will enable you to accept your strengths and weaknesses, welcome feedback and be open to change without feeling threatened or defensive. Despite there being aspects of yourself you may want to change, you are less inclined to put yourself down. This unconditional acceptance of yourself will mean that rather than feeling driven to behave in a certain way in order to feel good about yourself, you are able to work flexibly and non-defensively. High Self Regard will assist you to view mistakes as opportunities for learning, to take risks, to be authentic, to inspire others and to show vulnerability. Compelling humility is displayed through combining high Self Regard with high Regard for Others. Combining these elements will enable you to build close, open and collaborative relationships. Individuals that excel in the workplace take steps to maintain and cultivate their Self Regard.

Your key descriptors

- Authentic and non-defensive.
- Stay calm and centred, keeping challenges in perspective.
- Can flex personal comfort zones.
- Sense of inner-confidence and well-being.
- Acceptance of weakness without being too self critical.

Building and managing strengths

- When you have to make tough or unpopular decisions, draw upon your inner Self Regard to be strong and assured.
- Use your Self Regard to inspire others. Check that they don't feel threatened by your higher Self Regard. Demonstrate modesty and Regard for Others to encourage their motivation.
- If you receive a put-down, which is when someone criticises you as a person rather than what you have done, ask them to give you examples and clarify with evidence.
- If you tend to only think of yourself in positive terms at work extend this to your home life too.

2 Regard for Others

2

Definition: The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

Interpretation

Your Regard for Others score was low compared to the comparison group. Regard for Others lies at the heart of effective behaviour and getting the best from people. If you tend to start from a negative or critical position towards people this may make it very difficult for you to really hear their concerns and develop good working relationships. A negative attitude towards others may be manifest in a tendency to take too much control, blame others for mistakes or make disparaging remarks. Displaying little Regard for Others could also significantly impair peoples' regard for themselves; if you forget to pay attention to others, for example forgetting their name or ignore them, they are likely to feel undervalued. If your goal is to inspire high performance, then it is critical to show Regard for Others and pay attention to their needs so that they feel significant and motivated.

Your key descriptors

Less tolerant of or inclined to listen to others' opinions.

Less likely to adapt and respond to people's needs.

A tendency to tell rather than ask questions.

Tendency to be judgmental, critical or unsympathetic towards people.

May frequently doubt others competence or feel impatient towards people.

Development suggestions

- Notice and recognise when others do something well and show your appreciation.
- When critiquing performance, balance negative feedback with positive feedback and ensure you focus on behaviour while guarding against making it overly personal.
- Make time for people and give them your full attention while you are with them. Practice asking questions than making statements – seek to understand a person's point of view first.
- Try to do the small things that can make a big difference; for example, remembering a person's name, a smile, saying "good morning" or asking them a question.

Definition: The degree to which you are in touch with your physiology, feelings and intuitions.

Interpretation

Your Self Awareness score was typical of the comparison group. Self Awareness in Emotional Intelligence terms goes beyond self-knowledge; for example, knowing what you are good or poor at, personal likes and dislikes or typical patterns of behaviour. In this case, Self Awareness is the awareness of your physiology and feelings in a given moment in time and an understanding of the impact these have on your thinking and behaviour. Your score suggests you have reasonable awareness of your feelings, needs and typical reactions to things. However, there is room for you to develop your Self Awareness further; if you learn to notice your feelings early, then you will be more able to intervene and prevent the feelings from negatively impacting your behaviour, for example frustration turning to anger. Likewise, if you learn to notice how you feel under stress you are more likely to learn what causes you stress and how to manage this effectively. Further developing your Self Awareness will provide a firm platform for improving your overall Emotional Intelligence .

Your key descriptors

Tend to understand own emotional responses to different stressors.

Display reasonable awareness of own values and needs.

Sometimes ignore, bottle or compartmentalise emotions.

Display reactive behaviour when not managing emotions effectively.

Could develop better use of intuition to support decision making.

Development suggestions

- Keep a record of your emotional responses. This helps to identify your emotional reactions, which provides a first step to managing them.
- Choose to share your feelings with someone you trust. Talking through your feelings may help you to learn your patterns of behaviour and their impact on your personal performance.
- Be prepared to listen to and trust your gut reaction. Next time you make an organisational decision check whether it feels like the right decision as well as if it is logically the right decision.
- Consider how your feelings from yesterday may still be affecting your feelings and/or your behaviour today. Ask yourself how this might impact on your personal management style and how others view you.

Definition: The degree to which you are in touch with the feelings of others.

Interpretation

Your Awareness of Others score was typical of the comparison group. This ability is a vital attribute for understanding how to motivate, engage and manage people. Your score on this scale suggests you have a reasonable capacity to understand, empathise and pay attention to the feelings of others. You generally notice people’s individual needs and wants and therefore adapt and respond appropriately to them. However, there is room for you to develop your Awareness of Others further as sometimes you may be more inwardly focused and less interested in people. This may result in you sometimes appearing as insensitive, blunt or overly direct. You may have developed an attitude towards some people of ‘I already know’ or ‘I don’t need to know about others’, rather than an interest and openness to finding out. Underlying an Awareness of Others is an appreciation for and valuing of individual differences. You may also want to further enhance your level of interpersonal sensitivity and empathy which are essential for building relationships, team-working, handling conflict, motivating and influencing others. Further developing your ability to read people could make a considerable difference to your success in managing change and influencing people.

Your key descriptors

Generally pay attention to and show interest in others.

Reasonable understanding of individual’s motivations and needs.

Sometimes lack tact, interpersonal sensitivity and empathy.

Not always aware of the impact you have on others.

May occasionally form assumptions about others which are inaccurate.

Development suggestions

- When exploring how a person is feeling about a situation, reflect this back to them so as to demonstrate that you have listened and to check the accuracy of your understanding.
- Seek out opportunities to enquire about what others are thinking and feeling; for example, about a decision during a meeting - are they positive, concerned or excited?
- Increase your empathy by imagining yourself in the other person’s position and openly acknowledging their feelings during the conversation.
- During conversation, observe body language and tone of voice; notice how people talk to you and their facial expressions. Subtly mirror body language to build rapport.

Definition: The degree to which you are able to pick yourself up and bounce back when things go badly for you.

Interpretation

Your Emotional Resilience score was fairly low compared to the comparison group. Inevitably in work and life there will be challenges, set backs and pressures to deal with. Your low score suggests you may be finding it difficult to cope with adversity. If prolonged this could leave you feeling despondent, exhausted, stressed or even 'burnt out'. During more difficult times you may have a tendency to focus on negative events, become anxious, assume problems are unsolvable (at least by you) and engage in excessive worry. If you do not apply your inner resources to cope with demands as effectively as you might, you may feel drained, emotionally fragile or your physical health may be affected. Lower Emotional Resilience may be perpetuated if you are unforgiving towards yourself, perfectionist, sacrifice too much of yourself to work and fail to engage in enough recovery time. Cultivating the habits of mind, body and behaviour that enhance Emotional Resilience will help counter the effects of stressful roles and create resilient performance.

Your key descriptors

Take a while to bounce back from disappointments.

May exaggerate problems when under stress.

Become despondent or take things to heart after setbacks.

Tendency to ruminate on issues or be unforgiving towards yourself.

Negative feelings such as anxiety and stress.

Development suggestions

- If you are feeling the effects of stress on your physical health, particularly if you are living an unhealthy lifestyle, look after yourself physically, for example through exercise and nutrition.
- Ask for support from a trusted individual. Talk through your concerns to gain a different perspective and establish a rounded view of the issues.
- Distract yourself from stressful situations temporarily by doing a physical activity, such as go for a walk, have an informal conversation or breathe deeply with your eyes closed for twenty seconds.
- Attempt to understand what causes you negative stress by writing down those situations in which you felt under pressure. Note down how you reacted and the events leading up to the stressful situation. You may then choose to ask for help or delegate during these situations.

Definition: The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

Interpretation

Your Personal Power score was typical of the comparison group. People displaying high Personal Power recognise what they can influence, continually exercise choice in their actions and decisions, accept accountability, feel self-determined, empowered and in control. Your score suggests that you have a reasonable sense of self-determination and responsibility for what happens around you and for creating your future. However, there may be times such as when you are under stress, when you doubt yourself and feel less confident in your ability to influence things. Feeling confident and able to make a difference is often tied up with our expectations. If you have a tendency to set the bar too high you may feel like giving up or if you set it too low you may become bored. There may also be a few aspects of your work where you feel less empowered. Be careful in these areas not to externalise responsibility; for example, being critical of others for failures, not acknowledging your own successes or avoiding accountability. Extending your Personal Power so you feel empowered and self-assured in all aspects of your work will help you further develop your self-determined behaviour.

Your key descriptors

Takes reasonable control and accountability for own decisions and actions.

Usually self-assured and know how to get the result you want.

May seek out some opportunities for wider responsibility.

May lack confidence to influence certain situations.

Can feel disempowered and frustrated by perceived constraints.

Development suggestions

- When there appears to be no choice, stop and challenge yourself to identify at least three options that have desirable consequences. If you find it difficult to identify clear options, elicit advice from someone who can help.
- Note down every time you start a sentence with 'I should' or 'I must'. Consider replacing 'should' and 'must' with 'will' or 'responsible for', then begin to action the statements.
- Recall a time when you felt empowered for taking on responsibility, not just organisationally but also socially, physically and mentally. Remind yourself of this when faced with challenging situations.
- Explore the option of getting involved in slightly more challenging work that will stretch you and increase your confidence and capability.

Definition: The degree to which you relate your behaviour to long-term goals.

Interpretation

Your Goal Directedness score was typical of the comparison group, suggesting that most of the time you know what you want and have a sense of purpose and direction to get there. Being goal directed may help you to keep your goals in mind, so that what you do moves you towards rather than away from your goals. However, it may be that during busy periods and times of stress you become distracted by competing priorities and do not achieve what you set out to do. Distractions may come from within yourself, for example you may lose attention, be impulsive or be constantly seeking something different. Alternatively, distractions may be external, for example you may focus more on meeting the needs of others at the cost of meeting your own needs. Being goal directed is an important element to being satisfied and motivated in your work life, as knowing what you want is the first step to making it happen. Continuing to develop your Goal Directedness will enable you to create a compelling set of personal aims that are intrinsically motivating and provide a personal compass for focused effort and future personal development.

Your key descriptors

Clear on most of your personal wants and goals.

Engage in some long-term thinking and future planning.

Can sometimes be distracted, impulsive and lack concentration.

At times may overly focus on achieving the goals of others.

May lose sight of broader aims and purpose when under pressure.

Development suggestions

- Put strategies in place for success, for example planning ahead, setting targets and having clearly defined objectives. Set realistic time frames to help you move towards your goals. Make the goal specific and ensure it is something you are personally motivated to achieve.
- Draw upon other personal qualities you may have to develop your Goal Directedness, such as perseverance, focus, self-discipline, inner conviction and a will to succeed.
- Make others aware of your goals and write them down. These two actions will make them more real, tangible and likely to happen. Work out what is really important for you, what your values are and what you want to achieve in the next five years.
- Recognise and try to avoid short-term distractions, for example find somewhere quiet to work, away from people who might distract you. Set yourself short periods of concentration time followed by a break.

Definition: The degree to which you feel free to adapt your thinking and your behaviour to changing situations.

Interpretation

Your Flexibility score was fairly low compared to the comparison group. Different people and different situations require different interpersonal styles; the capacity to be flexible is therefore an absolute requirement in the workplace. Your lower Flexibility score suggests that in some situations, such as under work pressure, you tend to be less willing to move outside of your comfort zones and try new ways of doing things. This may limit your ability to adapt appropriately to change or new working environments. If on these occasions you adopt an overly rigid approach when interacting with people you will likely meet with resistance. Being seen by others as inflexible could limit your ability to influence and motivate them, work collaboratively, create well-rounded solutions or fully engage with groups. If you tend to stick to doing what is familiar you may be exposed to fewer learning experiences - slowing the development of your broader capability. Self-development involves continued personal change and development. Improving your Flexibility will help assist significant and rapid personal growth.

Your key descriptors

May be slower to change or adapt personal ways of working.

May be less willing to adapt and accommodate to the needs of others.

Will sometimes stick to own preferences rather than situational requirements.

May be slower to innovate or embrace new ideas.

May be less flexible and stay within own comfort zones when under pressure.

Development suggestions

- Before making a decision or reacting to a proposed organisational or role change, spend a few minutes considering alternative ways of responding.
- Consult the views of others and consider each opinion and suggestion from the perspective that it could be the best way forward. Also consider the advantages for the change.
- Check that you are not rejecting change for the wrong reasons such as a fear of the unknown, feeling outside of your comfort zone or stuck habits.
- If you find changing your behaviour difficult, start with small changes which hold no risk; for example, move your watch from the wrist you normally keep it on to the other for a few days. Notice your initial reactions and the time it takes for you to feel comfortable.

Definition: The extent and ease with which you are able to make significant connections with other people.

Interpretation

Your Connecting with Others score was typical of the comparison group. Your ability and willingness to build strong relationships and networks is an important part of sustainable effectiveness. Evidence shows that strong relationships boost job satisfaction, improve job retention and increase creativity. You may have a reasonable capacity for Connecting with Others in terms of the depth and breadth of your relationships. Breadth of connection requires investing time and energy into maintaining and developing your relationships. This will help you to build a network of useful contacts that you can draw upon. Depth of connection involves being open in sharing your thoughts, values and ideas and being prepared to express your feelings and vulnerabilities. This will help you build trusting relationships. You may be stronger in one of these areas than the other. For example, you may find it more difficult initiating contact with people, or you may be less inclined to open up to people and express your feelings. Continuing to invest time and energy in strengthening your connections with people will help you to build trusting relationships, create effective networks at work, gain people’s support in times of need and generally enhance the quality and depth of your relationships.

Your key descriptors

- Confident and comfortable engaging with different people.
- Generally prepared to acknowledge and express feelings to others.
- Invests some time in building relationships.
- May form close trusting relationships with a select few individuals.
- At times may appear guarded, closed or slightly detached.

Development suggestions

- Make a deliberate effort to initiate contact with people and communicate with them face to face.
- Make it part of your daily routine to spend time getting to know people.
- Notice what you don’t share when talking with people; risk being more open than you would usually. For example, when appropriate, share something about yourself on a personal level, express your feelings and share your vulnerabilities.
- Identify which area of relationships is stronger for you - ‘depth’ or ‘breadth’. Experiment in developing the area that is least strong.

Definition: The degree to which you invite the trust of others by being principled, reliable, consistent and known.

Interpretation

Your Authenticity score was typical of the comparison group. Acting authentically means first being trustworthy and secondly being known as someone who is trustworthy. Your score suggests you are authentic in most situations. However, when under pressure you may become less reliable, inconsistent or may not fulfill your commitments. One explanation for this could be if you have a tendency to try to please others by agreeing to do things that you are unable to deliver. Another aspect to Authenticity is being predictable and known. If people find you to be more difficult to get to know or to read, they may feel less inclined to trust you. In the main, you probably have a reasonable understanding of your core values and principles and act in accordance with these. Most of the time what you believe matches what you do, you remain true to your values and you can be relied upon. However, when managing others there may still be opportunity for you to develop this further. By consistently behaving in line with your values and principles people will more likely feel comfortable in working alongside you.

Your key descriptors

Usually reliable and can be depended upon.

Have integrity, guiding values and principles.

May change direction too readily in an attempt to meet others' expectations.

Some people may find you difficult to know or hard to read.

May sometimes over-commit on what you can deliver.

Development suggestions

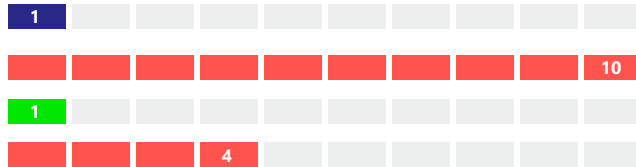
- Continue to keep your beliefs, feelings and aspirations aligned, ensuring that you are acting with integrity and Authenticity. You may find it helpful to talk to someone else to help you do this.
- Ask a range of people who experience you in different settings whether you are consistent and reliable 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.
- Be reliable and keep your promises, only agree to deliver on things if you have made an assessment of your workload and priorities to ascertain how achievable it is.
- Being authentic sets a good example to others. Create a team and work environment where others also act responsibly and honestly.

11 Trust

Mistrusting

Carefully Trusting

Over Trusting



Definition: Your tendency to trust others.

Interpretation

Your Mistrusting score was high compared to the comparison group. Trust is a key component in developing collaborative and supportive relationships. Your scores suggest that you are typically cautious about trusting others until they have proven themselves. For example, you may question people's motives and treat people with a degree of skepticism. This may mean that you prefer to maintain tight control over people's work, protect your ideas, regularly check up on people or do not give others the benefit of the doubt. If people are aware that you lack Trust in their abilities or them personally, it will likely undermine their confidence in themselves. You may feel uncomfortable delegating work to others, or only delegate to a select few people. As a result, you may have a tendency to take on too much work yourself, or miss opportunities to develop others through delegating stretching assignments and providing the appropriate support. There are a number of reasons for developing a Mistrusting approach to others. You may have very high self-expectations which have led you to develop unrealistically high expectations of others. You may work in an environment where a risk-averse or more cautious approach is required. Alternatively, your role may require you to be wary of people's motives generally. Whatever the reason, there is a balance to be struck between unquestioningly expecting the best from people and mistrusting their competence. Displaying the correct degree of Trust in others will help create a positive and reassuring work environment of mutual Trust and respect.

Your key descriptors

- Reluctant to delegate and take on too much work personally.
- Questioning of people's motives.
- Keep people at a distance.
- Manage people's work very closely.
- May lack confidence in people's ability to complete tasks.

Development suggestions

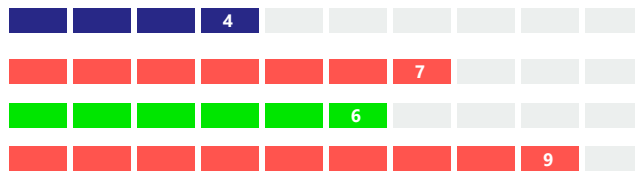
- Ask others what they need in order to complete a task effectively; check whether they want more or less input from you.
- Check you are not over-generalising about people or situations, for example, if a person didn't deliver on one task you may think they never deliver on any task.
- Calibrate your expectations of others (and yourself); are they fair and realistic? Allow room for others to learn from their mistakes. Provide training where necessary.
- Check whether you have provided people with the right information and communicated your expectations accurately and clearly before assuming they will not deliver.

12 Balanced Outlook

Pessimistic

Realistically Optimistic

Over Optimistic



Definition: How well you manage to balance optimism with realism.

Interpretation

Your Pessimistic and Over Optimistic scores were both very high compared to the comparison group. Research confirms that those who are Realistically Optimistic enjoy greater success in their work, relationships and have significantly improved well-being. Your scores suggest that at times you can be very positive in your expectations and general view of situations, while at other times you can be very negative. One explanation could be that you generally start off expecting everything to turn out well (Over Optimistic) and rebound to feelings of disappointment (Pessimistic) when things don't work out as you had hoped. Such an outlook may initially help you set aspirational goals and your optimism, motivation and confidence will positively impact on others. However, it is important to balance this with a sense of realism for what is possible. For example, by checking assumptions and facts and looking for contradictory evidence, in order to avoid mistakes being made and repeated. If not, you may start to feel frustrated, de-motivated and Pessimistic. If your judgment becomes overly influenced by your frame of mind and you flip between an overly positive perspective and an overly negative one, people you are leading may find you to be inconsistent and difficult to read. In the workplace, inspiring and motivating people to follow you by projecting a positive view of the future combined with a realistic plan of how to get there, is important.

Your key descriptors

Judgment and decision-making may be strongly influenced by your frame of mind.

At times, may overlook, dismiss or ignore problems.

May exaggerate problems or give up when things go wrong.

Regularly change decisions.

Display a tendency to make very optimistic assumptions.

Development suggestions

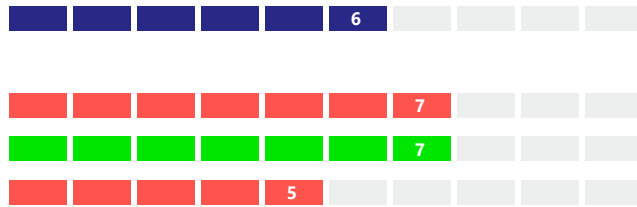
- When making decisions, check your frame of mind/mood. Pause and reflect on whether this is skewing your perception, or if you are acting impulsively and whether you could be more objective.
- Balance your enthusiasm for an idea with finding out the facts and checking details before finalising a decision.
- If you have a skill at providing critical analysis, then consider carefully how you communicate this to others so as not to appear overly negative; for example, ask questions, find something positive to say and offer solutions.
- There may be times that you use overly negative language when experiencing difficulties; for example, it's hopeless, pointless, or will never work. Look to balance or moderate your language with positive messages designed to encourage and motivate, such as; good idea, nice job, or well done.

13 Emotional Expression and Control

Under Controlled

Free and in Charge

Over Controlled



Definition: The degree to which you are emotionally controlled.

Interpretation

Your Free and in Charge score was high compared to the comparison group. Being expressive and passionate can be a real asset, especially when motivating or influencing people. Your score suggests that you feel free to express your emotions but are also in charge of when and how you do this. For example, you may be more likely to have reasonable self-control, to not allow your feelings to be controlled by other people and to be less emotionally volatile. Typically, you will not overly suppress your feelings either and you are likely to show people warmth and to be emotionally responsive. Emotions are closely connected with motivation and performance; too little and we disengage, too much and we can't think clearly and our performance is impaired. Your score suggests that you effectively manage your emotional response to most situations. However, your score on Under Controlled was also high. This may suggest that you have room for further development, for example, managing your emotions during stressful situations. Continuing to effectively express emotions with skill and control is an important element of building good relationships and inspiring others.

Your key descriptors

- Demonstrate reasonable levels of emotional self-control.
- Are comfortable when others display emotion.
- Usually display emotional maturity and do not over-react.
- Display passion for what you want and believe in.
- May be less able to manage emotions during times of stress.

Development suggestions

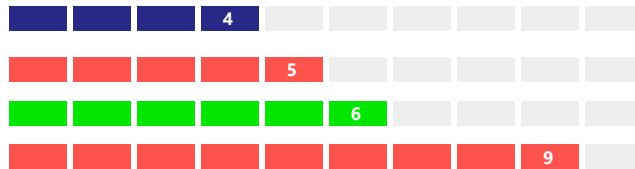
- If you feel compelled to express a feeling, pause for six seconds and allow time before you do or say anything. Think about your feelings, your possible reactions and their likely consequences.
- Use emotion to inspire. Identify what people are passionate about and ensure you match and reflect the emotional tone within your communication to them.
- Identify which situations can cause a strong emotional reaction in you. Notice your feelings early; for example, frustration before it becomes anger and anticipation before it becomes anxiety.
- Consider incorporating more physical activity in to your weekly routine in order to provide additional release from stressful situations.

14 Conflict Handling

Passive

Assertive

Aggressive



Definition: How well you handle conflict.

Interpretation

Your score on being Aggressive was very high compared to the comparison group. People are different and want different things, therefore managing conflicts and asserting yourself is an inevitable part of work and life. Your scores suggest that you may demonstrate a tendency to be overly Assertive. This may mean that you can be competitive at the expense of others, demanding or may quickly dismiss the needs of others. There will be occasions where a job role will require you to assert your views strongly and deal with opposition. However, there is a difference between being Assertive and being seen as Aggressive. If your behaviour is sometimes viewed by others as Aggressive, you will likely trigger responses of fear, anxiety, hostility or resentment. Creating such feelings within another person will make the task of engaging, collaborating or inspiring them very difficult and may ultimately damage your relationship. Sometimes a tendency towards aggression is driven by a need to feel in control or feeling under pressure. Feeling stressed, frustrated or impatient could precipitate displays of aggression and may adversely affect your perspective and judgement. Developing your Conflict Handling and assertiveness skills will help enhance your ability to negotiate, maintain relationships, deal with confrontation and collaborate.

Your key descriptors

- Tendency to dominate others or take control.
- Less inclined to listen or take into consideration the needs of others.
- Tackle difficult conversations in a confrontational or hostile manner.
- Resist compromise, even when appropriate.
- Rely on a directive style of management and may be seen as bossy.

Development suggestions

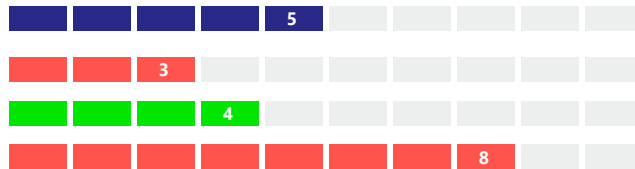
- Practice listening to others and reflecting back what you have heard, before giving your opinion.
- If you feel yourself becoming frustrated, use techniques to reduce the frustration; for example, breathing deeply, taking a short break or expressing feelings before they become too strong.
- Take care that your personal ambition and drive does not have a detrimental effect on others; for example, being overly competitive, only focussing on tasks and not people or losing sight of the team objectives.
- Identify the cause of your frustration or aggression and find strategies to manage these stressors early.

15 Interdependence

Dependent

Interdependent

Over Independent



Definition: How well you manage to balance taking yourself and taking others into account.

Interpretation

Your Over Independent score was very high compared to the comparison group. Work performance is a collective endeavor; therefore, it is vital that you work alongside others effectively. Your scores suggest that you may have a preference for working on your own and doing things your own way. Although, having courage in your convictions, being willing to be in the minority and being able to work independently are all attractive attributes. This needs to be balanced with the flexibility to work collaboratively, be consultative and work in teams. The effect of being overly independent could be that you take too much on yourself, inhibit others by making decisions for them, do not fully consider how your actions will impact others, show a lack of appreciation towards others' contributions, become isolated from your team or find it difficult to work in collaboration with people. You may have an individualistic nature, have low trust or confidence in others or have a strong desire to feel in control of what you do. Whatever the reason, developing your capacity to work interdependently is necessary for effective leadership, teamworking, collaboration and building effective relationships.

Your key descriptors

- Comfortable making own decisions and relying on self.
- May not consult or consider others' perspectives fully.
- May be seen as a reluctant team player and as individualistic.
- May take on too much responsibility.
- Strong preference to work independently.

Development suggestions

- If you have a preference for being an individualistic expert, endeavour to share your expertise and thinking with others. Involve people early in a prospect; elicit their ideas before deciding the way forward.
- Having your own inner conviction is a good basis for managing others; ensure you convey this to people in a way that they can engage with.
- For a piece of work you have, check whether there is someone more appropriate to delegate it to and allocate time to develop and coach them to complete the work.
- Create a team environment where generating ideas and solutions is encouraged; where ideas are welcomed without criticism, ridicule or risk.

Definition: The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.

Interpretation

Your Reflective Learning score was typical of the comparison group. Research has overwhelmingly found that the highest performers are lifelong learners; learning to feel, think and behave differently based upon experience and changing circumstances. Your Reflective Learning score was in the middle, suggesting that you reflect from time to time upon your experiences and that you may have a personal but flexible commitment to self-development or raising your own self-knowledge. Reflective Learning is an important factor in helping you develop your Emotional Intelligence. It will enable you to become more aware of yourself, to understand your strengths, your development areas, what helps you to perform at your best and what hinders your performance. You may be quite effective at taking learning from past experiences and adjusting your behaviour to new situational demands or keeping your personal and professional development up-to-date. In order to remain an effective performer it is important to continue to develop the attitudes and skills of lifelong learning and fully engage in your own personal and professional development.

Your key descriptors

Aware of what to develop and how.

Open to developing or broadening skill set.

Reasonably adaptive to changing circumstances.

Receptive to constructive feedback.

Recognise the benefits of personal development.

Development suggestions

- Build a more accurate picture of your strengths and development areas. Actively seek feedback from your boss and colleagues, undertake a 360 feedback process and ask people for their views.
- Show others you take your development seriously; lead by example, state your development areas, make time to develop your strengths and close important development gaps.
- Become clearer and more focused on your development goals; identify what the next one or two levels above look like, find a success profile against these roles and accurately assess yourself against these requirements.
- When you reflect upon your experiences, go further and consider what triggered the event. Is there a common theme? How would you prepare differently next time? Does your current behaviour reflect an underlying attitude? Challenge yourself, what would you need to think, feel or do differently to get a better result?

Your item analysis

The item analysis lists all the items in the questionnaire. These are divided into three sections:

- These are items that you rated yourself **Low** on (scores **1** and **2** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.
- These are items that you rated yourself **Average** on (score **3** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.
- These are items that you rated yourself **High** on (score **4** and **5** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.

The purpose of these items is to help you understand your profile scores in more detail. Your profile scores are purely a reflection of your answers to the questionnaire. Only you know why you gave the response you did. If your response is in the **red zone** then consider how this may block your effectiveness. If your response is in the **green zone** then consider how this may be used to enhance your effectiveness.

Attitude

Scale and Response	Item
Regard for Others	
Agree Disagree	Some people tend to find me somewhat judgmental and unsympathetic. I find it easy to respect others, even when I don't agree with them.
Scale and Response	Item
Self Regard	
Neither agree nor disagree	I worry about my shortcomings.
Regard for Others	
Neither agree nor disagree	I am sympathetic to a wide range of people.
Neither agree nor disagree	I feel compassion for others and accept how they are.
Neither agree nor disagree	I find something to value in everyone, even people I don't particularly like.
Neither agree nor disagree	It is hard for me to tolerate some people.
Neither agree nor disagree	I tend to be critical of other people.
Scale and Response	Item
Self Regard	
Agree	I am happy with where I am in life.
Disagree	I tend to put myself down with negative self-talk.
Disagree	I often need encouragement to feel okay about myself.
Agree	I am very happy with myself and who I have become.
Disagree	I am prone to feelings of self-doubt and insecurity.
Disagree	I need to change some things about myself if I am to be happy.

Feeling

Scale and Response	Item
	No items listed
Scale and Response	Item
Self Awareness	
Neither agree nor disagree	I can detect even the smallest changes in how I feel.
Neither agree nor disagree	I tend to bury and ignore my feelings.
Awareness of Others	
Neither agree nor disagree	I can sometimes lack tact and sensitivity with people.
Neither agree nor disagree	I find it hard to tell how other people are feeling.
Scale and Response	Item
Self Awareness	
Agree	I pay attention to what my body tells me.
Disagree	I find it hard to differentiate between my feelings.
Agree	I am aware of how my emotional state affects my physical well-being.
Agree	I consciously recognise when others have triggered an emotional response in me.
Agree	I know how different feelings are manifested in my body.
Disagree	I find it difficult to get in touch with my feelings.
Awareness of Others	
Agree	I make a point of asking others how they are feeling.
Agree	I can easily see something from another person's perspective.
Agree	I consciously think about how others are feeling.
Agree	I can easily empathise with others.
Agree	I am very observant and can read what is going on between people.

Self Management

Scale and Response	Item
Emotional Resilience Agree	I tend to exaggerate my worries and problems.
Personal Power Agree	When things go wrong, I often can't do much about it.
Flexibility Agree Agree Disagree Agree	It takes me time to accept new ideas. I find unexpected change unsettling. I am comfortable with uncertainty. I like to stick to what I know rather than risk change.
Connecting with Others Agree	I am a fairly closed and private person.
Scale and Response	Item
Emotional Resilience Neither agree nor disagree Neither agree nor disagree Neither agree nor disagree	I have a high capacity for managing stress. When things are tough I get very stressed. I rarely dwell on my problems.
Connecting with Others Neither agree nor disagree	I easily form close connections with others.
Authenticity Neither agree nor disagree Neither agree nor disagree	I often behave in a certain way to impress other people. I can over-commit myself, and often let people down as a consequence.
Scale and Response	Item
Emotional Resilience Agree Agree Agree	When things go badly, I bounce back easily. I pick myself up easily when faced with problems. I am a very resilient person, especially in difficult times.
Personal Power Agree Disagree Agree Disagree Agree Disagree	I am usually the one who takes the initiative. Other people have more control over what happens to me than I do. I take control of things. Sometimes, I feel I have little control over my future. I choose what happens to me in my life. Many aspects of my life are outside of my control.
Goal Directedness Agree Strongly agree Agree Agree Agree Disagree Agree	I have a clear vision of what I want my future to be. I am a very determined person. I go for what I want. I can easily manage my behaviour in order to achieve my goals. I am persistent and tenacious in pursuit of my goals. When I commit to doing something I see it through to completion. I can lose focus on the end goal. I have a clear sense of purpose in my life.
Flexibility Agree Strongly agree Disagree	It is easy for me to adjust my behaviour to new environments. I enjoy the challenge of working in new ways. I am slow to change the way I do things.
Connecting with Others Agree Agree	There are many people I can easily call on for help. I find it easy to build rapport with others.

Scale and Response	Item
Connecting with Others	
Agree	I make an effort to keep in regular contact with people.
Agree	I like to meet new people and get to know them.
Agree	I make an effort to really get to know people.
Authenticity	
Agree	I know what my inner principles are and live by them.
Disagree	I do not find it easy to be my real self.
Agree	People know me for my integrity.
Disagree	I can be too concerned with what other people think of me rather than just being myself.
Agree	I am straightforward in my dealings with people.
Disagree	I can try too hard to give a good impression instead of being true to myself.

Relationship Management

Scale and Response	Item
Mistrusting	
Agree	I tend to be suspicious of other people's motives.
Agree	I think it is best not to trust people until you know them very well.
Agree	I find that other people are unreliable.
Agree	There are very few people I would ever trust.
Carefully Trusting	
Disagree	I believe that most, but not all, people are trustworthy.
Disagree	I assume people are honest unless I have a good reason to doubt it.
Over Trusting	
Agree	It rarely occurs to me that others have ulterior motives.
Pessimistic	
Agree	I find that if things can go wrong, they usually will.
Over Optimistic	
Agree	I sometimes get caught out because I assume that everything will be fine.
Agree	My expectations can be too optimistic.
Agree	I usually see things as being better than they actually are.
Agree	Sometimes I persist too long with flawed ideas.
Under Controlled	
Agree	My emotions tend to get the better of me.
Agree	I say things when provoked that I later regret.
Passive	
Agree	I need to be more assertive.
Aggressive	
Agree	I can be quite confrontational.
Agree	My style can sometimes be too direct and challenging.
Agree	I can be a fairly aggressive person.
Over Independent	
Agree	I like to be left to do things in my own way.
Agree	I would much rather work alone than with others.

Scale and Response	Item
Mistrusting	
Neither agree nor disagree	People often let you down.
Carefully Trusting	
Neither agree nor disagree	I generally assume people have good intentions, unless proven otherwise.
Neither agree nor disagree	I find people are usually reliable and dependable.
Neither agree nor disagree	On the whole, people live up to the trust I place in them.
Over Trusting	
Neither agree nor disagree	I believe that people always mean well.
Neither agree nor disagree	I am very trusting.
Pessimistic	
Neither agree nor disagree	I am often unlucky.
Over Optimistic	
Neither agree nor disagree	I have a tendency to overlook or ignore problems.
Over Controlled	
Neither agree nor disagree	There are certain feelings I have difficulty expressing.
Neither agree nor disagree	I suppress my feelings.
Neither agree nor disagree	I am uncomfortable sharing my feelings.
Passive	
Neither agree nor disagree	I dislike and try to avoid confrontation.
Aggressive	
Neither agree nor disagree	I often have disagreements with people.
Neither agree nor disagree	I say exactly what I think, even if it upsets people.
Interdependent	
Neither agree nor disagree	I am very comfortable either being in charge or being led by others.

Scale and Response	Item
Interdependent Neither agree nor disagree	I involve others in decisions without being reliant on them.
Over Independent Neither agree nor disagree Neither agree nor disagree	I see relying on others as a weakness. It frustrates me when other people get involved in what I am doing.

Scale and Response	Item
Over Trusting Disagree Disagree Disagree	Sometimes, people take advantage of my trusting nature. I assume people have good intentions, even when they let me down. I confide in people even if I don't know them well.
Pessimistic Disagree Disagree Disagree	I often expect the worst before I attempt something new. I worry about the future. People tell me I am a bit of a pessimist.
Realistically Optimistic Agree Agree Agree Agree Agree	I accept the reality of situations, but keep a positive outlook. I would describe myself as being optimistic, but cautious. I expect things to go well, but check to see what is really happening. I am fairly optimistic but test my hopes against reality. I am optimistic, but realistic at the same time.
Over Optimistic Disagree	Sometimes I find my over-enthusiasm for a new idea takes me in the wrong direction.
Under Controlled Disagree Disagree Disagree	I am prone to emotional outbursts. People would say that I am too emotional. My feelings control my behaviour.
Free and in Charge Agree Agree Agree Agree Agree	I get the balance right in how I express and control my emotions. I consider myself to be skilled in how I share my feelings with others. I find it easy to manage my feelings. I actively manage how I express my feelings. I show my feelings naturally, but choose when to do so.
Over Controlled Disagree Disagree	I find it difficult to say what I really feel. I hide my true feelings from people.
Passive Disagree Disagree Disagree	I tend to give way when other people oppose me. I go along with things I don't like to avoid confrontation. I can be overly accommodating.
Assertive Agree Agree Agree Agree Agree	I ask for what I want, but do so respectfully. I am assertive but not aggressive. I am confident and fair in negotiations. I am capable of challenging people without undermining them. I give people critical feedback, but do so in a sensitive way.
Dependent Disagree Disagree	I find it difficult working without the support of others. I am strongly influenced by other people's opinions.

Scale and Response	Item
Dependent	
Disagree	I prefer to follow rather than to lead.
Disagree	I need reassurance from others.
Disagree	I seek the approval of others.
Interdependent	
Agree	I find the give and take of social relationships easy.
Agree	I readily seek opportunities to collaborate but enjoy working alone too.
Agree	I actively seek consensus, but I'm prepared to take a decision without it.
Agree	I have a consultative style but don't feel bound by others' views.
Over Independent	
Disagree	I rarely ask people for help.




Developing your Emotional Intelligence

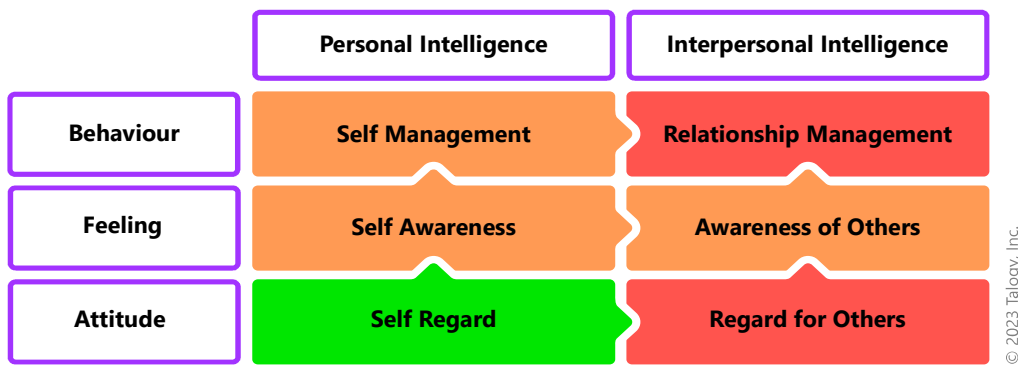
Scale and Response	Item
	No items listed
Scale and Response	Item
Reflective Learning Neither agree nor disagree Neither agree nor disagree Neither agree nor disagree	I reflect on my interactions with others and change my behaviour accordingly. I often reflect deeply about myself and change my behaviour accordingly. I take time to think about how my actions have made others feel.
Scale and Response	Item
Reflective Learning Agree Disagree Agree Agree	I frequently review my successes and failures and identify what I have learnt. I rarely take time to stop and reflect on past experience. I think about the causes of my emotions so that I can learn to manage them better. I consciously think about how I can change my behaviour for a more positive outcome.

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

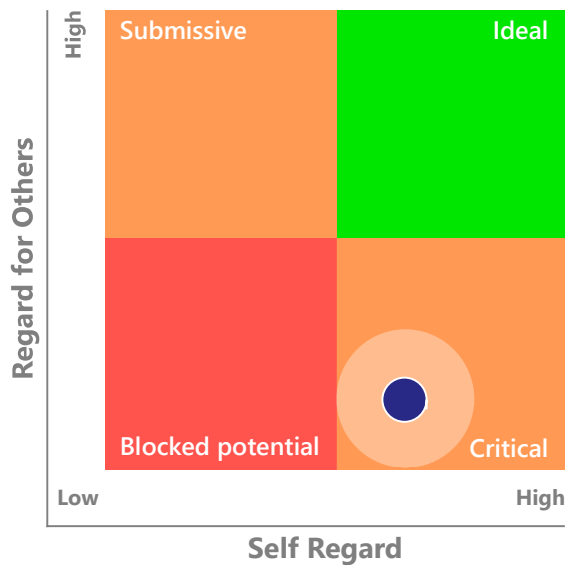
The profile above indicates your view of your own Emotional Intelligence at the time you completed the questionnaire:

- 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 Attitude summary

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



Ideal

- Positive attitude towards self and others
- Feel confident and competent
- Accepting of self and others
- Authentic and open to development

Critical

- Possibly critical and blaming of others
- Can be aggressive or defensive
- May be mistrusting
- Sometimes overly independent

Submissive

- Can be passive and over trusting
- Sometimes too dependent on others
- Possible lower self-confidence
- May be self-critical and self-doubting

Blocked potential

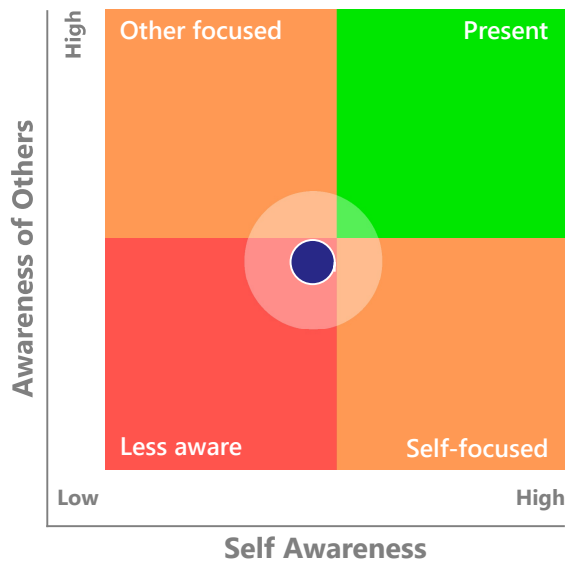
- May be rigid and inflexible
- Possibly defensive
- May feel unhappy and negative
- At times feel resigned and helpless

Summary description

Your Self Regard score is higher than your Regard for Others score. This attitude may lead to behaviour such as being self-absorbed, mistrustful, not listening, rigidly sticking to your own way of doing things or prioritising your needs over other peoples'. These behaviours may occur more when you are experiencing stress. If you consistently adopt this approach other people may feel that you are unfairly critical or hardly ever notice the good things they do. To develop greater Regard for Others, practice adopting the attitude that people are doing the best they can. Bring this to life by giving attention to other people, asking questions and offering praise. Please note people are often negative towards others as a cover for feeling bad about themselves, for example lower confidence. Consider whether you may also benefit from acknowledging your own achievements and accepting compliments more readily.

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 lighter circle around the ball indicates how your score might typically vary. 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.



Present

- In touch with own feelings
- Intuitive and sensitive to others
- Observant of surroundings
- Empathic towards others

Self-focused

- Self-contained
- Aware of own feelings
- Reflective and considered
- Possibly detached

Other focused

- Aware of others' feelings
- Aim to please others
- Tendency to put self second
- May ignore own needs and well-being

Less aware

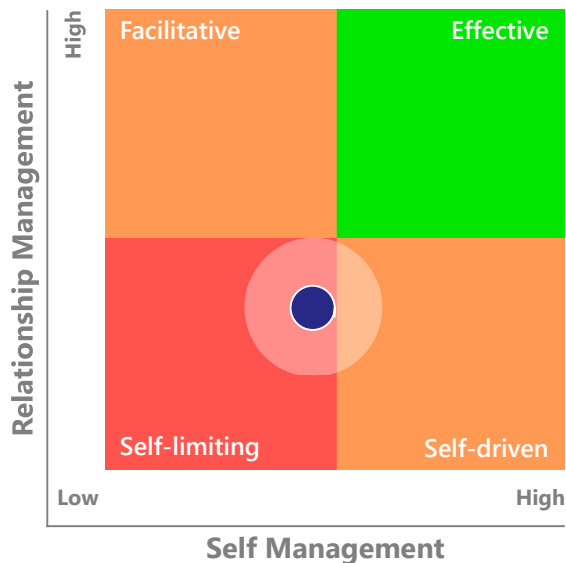
- Can be cool and aloof
- May be emotionally distant
- Less aware of own and others' feelings
- Sometimes unresponsive

Summary description

Your scores for Self Awareness and Awareness of Others both fall near the centre of the profile. This suggests you may know and understand yourself reasonably well and are reasonably good at picking up on what is going on for other people. The impact of this may be that you are generally clear on what you want, know how different situations affect you and come across as sensitive to the needs of others. However, your average score also suggest that at other times, such as when under stress, you may lose touch with what matters to you or how you are responding to others and appear more self-absorbed. To enhance your Self Awareness, consider when you may benefit from tuning in more carefully to how you feel and what you want. To enhance your Awareness of Others, consider when you may need to put more time and effort into noticing what others may be feeling and wanting.

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 lighter circle around the ball indicates how your score might typically vary. 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.



Effective

- Interpersonally connected
- Trusting and flexible
- Positive and takes responsibility
- Goal directed and assertive

Self-driven

- Task focused and self-motivated
- Takes responsibility
- Self-reliant and independent
- May be less interpersonally connected

Facilitative

- Co-operative and engaging
- Personal and open
- Can lack focus and direction
- May tend to worry

Self-limiting

- **May lack self-confidence**
- **May be less interactive or detached**
- **May under-rate self**
- **Can lack self-direction and motivation**

Summary description

Your scores for Self Management and Relationship Management both fall near the centre of the profile. This suggests you are reasonably effective at motivating yourself and managing your behaviour towards goals. You may also be reasonably effective at building and maintaining relationships. The impact of this may be that you are generally productive and successful individually and are generally able to collaborate, influence and engage with others to help a group achieve an outcome. However, at times you may become less effective, perhaps getting distracted from your goals by a short-term interest or setbacks. Alternatively, there may be times when you are less effective in managing relationships; for example, getting overtaken by emotion, becoming withdrawn or being overbearing. To enhance your Self Management, consider where you can better manage your own behaviour towards achieving long-term success and respond constructively to stress or setbacks. To enhance your Relationship Management, consider how you can better build and maintain effective relationships.

Your development summary

Development suggestions

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

- Develop your **Trust** in others. Calibrate your expectations of others; are they fair and realistic? Allow room for others to learn from their mistakes. Provide training where necessary. Ask others what they need in order to complete a task effectively and check whether they want more or less input from you.
- Develop your **Regard for Others**. For example, notice and recognise when others do something well and show your appreciation. Make time for people and give them your full attention while you are with them. Practice asking questions rather than making statements; seek to understand a person's point of view first.
- Develop your **Flexibility**. If you find changing your behaviour difficult start with small changes which hold no risk, for example, wearing your watch on the other wrist for a few days. Also, practice alternative ways of responding to familiar situations rather than always falling back on the same habits.

Building on your strengths

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

- Use your stronger **Self Regard** to inspire others and lead by example. Balance this with modesty and demonstrating belief in others to encourage their motivation. Also, when you have to make tough or unpopular decisions, draw upon your inner Self Regard to be strong and self-assured.
- Use your **Goal Directedness** to set a purposeful direction. Consider your personal values and ensure you set meaningful goals. Knowing why your goals really matter will enable you to bring even greater focus, conviction, passion and perseverance to what you do.
- Use your skills in **expressing emotion** appropriately to have a positive impact on people. Inspire and motivate others through practicing different approaches to expressing emotion. For example, show concern for others, be caring and soft spoken to engender trust and loyalty; display enthusiasm and optimism to create energy around achieving a difficult goal.

