



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

# WORKPLACE

## REPORT

**Mary Middle**

Sample Report for EQ-i 2.0 Certification

April 20, 2011



# EQ-i 2.0 Model of Emotional Intelligence

## SELF-PERCEPTION

**Self-Regard** is respecting oneself while understanding and accepting one's strengths and weaknesses. Self-Regard is often associated with feelings of inner strength and self-confidence.

**Self-Actualization** is the willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.

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

## STRESS MANAGEMENT

**Flexibility** is adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.

**Stress Tolerance** involves coping with stressful or difficult situations and believing that one can manage or influence situations in a positive manner.

**Optimism** is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.



## SELF-EXPRESSION

**Emotional Expression** is openly expressing one's feelings verbally and non-verbally.

**Assertiveness** involves communicating feelings, beliefs and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.

**Independence** is the ability to be self directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed autonomously.

## DECISION MAKING

**Problem Solving** is the ability to find solutions to problems in situations where emotions are involved. Problem solving includes the ability to understand how emotions impact decision making.

**Reality Testing** is the capacity to remain objective by seeing things as they really are. This capacity involves recognizing when emotions or personal bias can cause one to be less objective.

**Impulse Control** is the ability to resist or delay an impulse, drive or temptation to act and involves avoiding rash behaviors and decision making.

## INTERPERSONAL

**Interpersonal Relationships** refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

**Empathy** is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

**Social Responsibility** is willingly contributing to society, to one's social groups, and generally to the welfare of others. Social Responsibility involves acting responsibly, having social consciousness, and showing concern for the greater community.



# Self-Regard

**Self-Regard** respecting oneself; confidence

74

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Mary, your result suggests that self-regard may be an area where you would benefit from improvement. Your uncertainty in your own abilities may translate into decreased performance and resistance to taking on greater challenges at work. You may be:

- generally more conservative in your estimation of your capabilities.
- unable to recognize your strengths or forgive yourself for your weaknesses.
- low in self-confidence and feelings of self-adequacy.

### Impact at Work

**Emotional Implications.** The emotional implications of low self-regard extend further than many people realize. Your result suggests that you may feel inferior, less talented or less capable than your colleagues. You may also have lower motivation to achieve your fullest potential, a less positive outlook on your strengths and weaknesses, or you may struggle to confidently express yourself when working with others.

**Social and Behavioral Implications.** Your internal struggle with who you are and who you hope to be is often perceived as a lack of confidence by your colleagues. You tend to avoid interactions where you are less confident or use email to avoid face-to-face conversations at work. When presenting yourself, you may use uncertain or wishy-washy language, a softer, shy posture, or avoid eye contact. You may be passed over for leadership opportunities because you often hide your skills and talents.

### Strategies for Action

**Self-Regard Inventory.** Conduct a Self-Regard Inventory on your job performance.

- List your strengths and areas for improvement. For every strength listed, ensure you are fully using each one in your role. The more you practice using your strengths, the more you will realize your true potential and resulting confidence in these areas.
- For each improvement area, assign a strength that can be leveraged. For example, draw on your strong technical expertise to present your opinion confidently in meetings.

**See it, Think it, Do it.** Low self-regard can be visible to your peers, so in addition to developing self-regard on the inside, you also need to consider how you represent yourself to others. When you feel self-doubt creeping in:

- SEE what success would look like to you (e.g., I will close this sale with only a 5% discount).
- THINK about how you will achieve success; tell yourself (and others) that it is possible to reach it.
- DO execute on your plan for success and present yourself accordingly (e.g., maintain eye contact and hold a confident posture—even if you are on the phone, use a steady-paced voice, ask others to hold you accountable).

## Balancing Your EI

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

Self-Regard(74) ↔ Reality Testing(103)

Your Self-Regard is lower than your Reality Testing and therefore you may base your self-evaluation on objective information more than on subjective information. Since you have a higher reality testing result, this suggests that you use objective information, and that your assessment of your own ability may be influenced by these outside sources. Although input from external sources is important, self-regard is about your own subjective value of self-worth, and should not be overly influenced by external sources.

# Self-Actualization

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

101

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Self-actualization can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. Mary, your result suggests that you are passionate about your work and life outside of work and take pride in setting and achieving challenging goals. Although you may believe that you can accomplish more, your result may mean that:

- you place value on training and keeping your expertise sharp.
- you appear to be working or acting with a plan in mind.
- for the most part you believe you are leading a rich and fulfilling life.
- at times you turn on “autopilot” mode, going through the motions of your job without truly striving to excel.

### Impact at Work

**Emotional Implications.** Your success, happiness, and life satisfaction can probably be traced back to the fact that most of the time you do what you enjoy. 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.

**Social and Behavioral Implications.** Your consistent drive to improve yourself, while pursuing personally relevant objectives, helps to create a fulfilling and varied life. This perpetual drive is often perceived by your colleagues as being organized, directive, deliberate, and purposeful. In addition, self-actualized individuals value the actual process of achieving their goals as much as or more than the final outcome. Therefore, you may find both short- and long-term planning, projecting, and scoping activities are likely natural processes for you.

### Strategies for Action

**The Small Things we Enjoy.** Sometimes you just need to look at your job under a microscope to develop an even deeper passion for what you do.

- Write down some of the things you do in your job that are motivating for you. No matter how small, everything makes the list. Review this list once a week; Monday is usually a good day. Remind yourself that even the small things (like having a client compliment you on your presentation) can push you to do your very best.

**Protect Your Time.** Since you already know what you’re passionate about, you need to protect the time you have scheduled for these activities so they do not fall lower on your list of priorities.

- Block off time in your calendar, well in advance, for those activities you enjoy, especially if they are the vulnerable, non–work related type. Seeing an appointment in your calendar, even if it is for lunchtime yoga, will help you keep your time commitment.

## Balancing Your EI

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

Self-Actualization(101) ↔ Self-Regard(74)

Your Self-Actualization is substantially higher than your Self-Regard. You may not take sufficient time to recognize your successes as they occur and to celebrate them. You can balance these components by setting realistic goals that are challenging and align with what you are trying to achieve in life. If you set goals that are unrelated to what is important to you, accomplishing them will not necessarily improve your own self-worth. Set goals that are challenging, relevant, and give meaning to your life.

# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions

108

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. Mary, your result indicates that you are in touch with your emotions and that you manage them in a way that is healthy for you and your relationships at work. It is likely that you:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

**Emotional Self-Awareness(108)** ↔ **Stress Tolerance(91)**

Your Emotional Self-Awareness is higher than your Stress Tolerance. With these subscales out of balance, you may understand your emotions better than you manage them. Lower stress tolerance suggests that under pressure you may be more aware and affected by your emotions and this may affect your thoughts, feelings, and behaviors in an adverse way.

# Emotional Expression

**Emotional Expression** constructive expression of emotions

105

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Emotional Expression(105) ↔ Assertiveness(95)

Because your Emotional Expression is higher than your Assertiveness, you may be more comfortable expressing thoughts and feelings than you are expressing directives. You may find that you do not see as much action from others as you would like when you express yourself. If this is true, try forming assertive statements using action verbs to ensure you are expressing more than just your thoughts, so that people know what action you expect to see.



# Assertiveness

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

95

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

## Balancing Your EI

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

Assertiveness(95) ↔ Interpersonal Relationships(111)

Your Assertiveness is lower than your Interpersonal Relationships result. Placing greater emphasis on interpersonal relationships than on being assertive may permit you to support those you work with. However, it may also render you passive at times when your position or thoughts are different than those the group. You may put team harmony ahead of standing up for what you believe in, choosing not to speak your mind because it may harm a relationship.



# Independence

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

81

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Mary, being independent means that you are capable of feeling, thinking, and working on your own. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. In your work environment, this can be particularly obvious when you need to make decisions. Although there is nothing wrong with consultation, regularly passing on the role of primary decision maker could be seen as emotional dependency. Consider the following interpretation of your results:

- you like guidance and direction from others on how to do your job.
- you prefer to defer decision making to someone else.
- you see yourself as a supportive follower, you go “with the grain”.

### Impact at Work

**Emotional Implications.** Think of independence as the stage for showcasing your other EI abilities. If you are unable to think or act freely, you are less likely to demonstrate to your colleagues that you have other strengths in EI. You may have many great qualities, but others are unlikely to notice them.

**Social and Behavioral Implications.** Your score on Independence suggests that you are susceptible to the influence of your colleagues and superiors. Although you have a marked preference for working with others and making decisions in collaboration with coworkers, your reliance on these people suggests that you might be resistant or uncomfortable if required to work autonomously. In conversations or meetings, you may find yourself adopting the same emotions as others in the room or easily conforming to others’ decisions. While this can give the impression of being a great team player, it is at the expense of you putting forth your own independently generated ideas.

### Strategies for Action

**Stop the Self-Talk.** Self-talk, that voice inside your head, can both motivate you and discourage you from being independent. If your self-talk is filled with fear of making mistakes or thoughts of self-doubt, you will be unlikely to take independent action. The next time you find yourself making excuses for why you shouldn’t act/decide on your own, write down arguments against each of your self-talk excuses. For example: “What if I make the wrong decision?”—“Well, I have consulted subject matter experts and completed my own research, so I am well informed. And if it is the wrong decision, then the worst that will happen is \_\_\_\_”.

**Holding Yourself Accountable.** When you need to make a decision, build in personal accountability by stating to others that you will be the primary decision maker and that you are gathering input to be well informed prior to making the decision.

- By simply stating up front that you are the final decision maker, you will be less likely to pass the buck to someone else for the final decision.
- You can still gather information and feedback prior to making the decision; just be aware that no one is going to give you the answer—you need to do that on your own.

## Balancing Your EI

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

Independence(81)  Interpersonal Relationships(111)

Your Independence is not in balance with your higher Interpersonal Relationships result. While on the surface this imbalance makes you appear to be an ideal team player, it could mean that you are more susceptible to relying on the direction or support of others. To balance out this relationship, try eliminating some of the everyday ways you depend on others in your job. For instance, do you always invite certain people to your meetings because you know they will “have your back”?

# Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships

111

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Mary, 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.

### Impact at Work

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

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

### Strategies for Action

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

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

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

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

## Balancing Your EI

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

Interpersonal Relationships(111) ↔ Independence(81)

Your Interpersonal Relationships result is higher than your Independence result. With this imbalance, you may have a tendency to spend more time and effort fostering relationships than you do working independently, and you may be more susceptible to the opinions of others. In order to bring this relationship into balance, try identifying instances where you can make a decision on your own instead of deferring to others.

# Empathy

**Empathy** understanding, appreciating how others feel

107

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Mary, 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, you are likely to adopt a less empathic approach, possibly arguing your position without considering the needs of others.

### Impact at Work

**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 empathetic demeanor to crack. Anger, for example, may get the best of you, causing you to become critical instead of your typical caring and respectful self.

**Social and Behavioral Implications.** Generally speaking, your ability to perceive and understand other people’s emotions suggests that caring for others is built into the process of achieving your day-to-day tasks. For you, empathy is an active process that is inherent in the way you make decisions, resolve conflict, manage change, and work as a contributing team member. Often this results in others reciprocating their thoughts and emotions. Your ability to demonstrate empathy where appropriate will go a long way toward fostering your interpersonal relationships.

### 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.

### Empathy(107)

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

# Social Responsibility

**Social Responsibility** social consciousness; helpful

108

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. Mary, your result suggests that you are generally altruistic in your efforts and act as a contributing member of the groups to which you belong (e.g., team, company, volunteer groups, community). However, there is always room for refinement as there are times when you do not recognize the needs of the larger group. Based on your result, you:

- are socially conscious and generally concerned with others' well-being.
- identify with, and see yourself as part of your team, your organization, and your community.
- feel a sense of fulfillment from helping others.

### Impact at Work

**Emotional Implications.** Your level of social responsibility suggests you balance focusing on yourself with a focus on others. This means that you can put your own frustrations and resulting emotions into perspective as you have gained an appreciation for the difficulties others are facing. However, there is still room to grow your emotional experience by helping others in ways you haven't tried before.

**Social and Behavioral Implications.** It is likely that you uphold the moral and ethical compass within your organization and regularly place your team's goals ahead of your own personal agenda. You act in a responsible manner, taking care to ensure that any negative consequences of your actions are minimized. Although you can still be even more socially responsible, overall you appear to be a cooperative and contributing member of your workplace and community.

### Strategies for Action

**Your Active Roles.** Make a list of all the active roles you assume. Try to come up with roles that are beyond your traditional family and professional titles (e.g., political volunteer, soccer coach, religious devotee, environmental advocate, blood donor).

- Look for areas where you have gaps in your active roles. For example, are you more "socially responsible" at work than you are in your community, or vice versa?
- Create for yourself a new role with a group of people or with a cause that you have not previously engaged in.

**Taking the Initiative.** Identify two or three charities, nonprofit organizations, or causes to which you feel a connection.

- While brainstorming, record several activities that you can engage in to help at least one of these organizations. Write down what outcomes you expect to see from engaging in each activity. Ensure these outcomes increase your responsibility to the organizations or people and aren't just about making yourself feel good.
- Create a plan and a time frame and if possible, share these details with someone who can hold you accountable to follow through on them.

## Balancing Your EI

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

### Social Responsibility(108)

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

# Problem Solving

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

87

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. Mary, this is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made. You may find yourself overwhelmed with the responsibility of making a decision, thus delaying the process of arriving at a timely conclusion. Your result indicates:

- you may prefer others to make decisions for you.
- you may struggle to keep a clear focus on the problem at hand.
- much of your time and energy is spent worrying about decisions rather than trying to solve them.
- you may feel as if you have little control over the outcome of the process.

### Impact at Work

**Emotional Implications.** You are likely derailed by your emotions when it comes to decision making. Rather than leveraging the impact an emotion can have on your ability to solve a problem, you fall victim to your own emotions, such as worry, anxiety, and fear. You may end up feeling paralyzed, exerting effort into worrying about a problem rather than generating the most effective emotion to help you solve it.

**Social and Behavioral Implications.** To others, you may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. Rather than taking action to resolve a problem as quickly as possible, your emotions may cloud your thinking, causing you to worry, feel overwhelmed, or avoid solving the problem all together. Although you may eventually reach sound solutions, it is difficult for people to see you in a leadership capacity where decisiveness and execution are paramount.

### Strategies for Action

**Define A Problem.** By keeping your focus entirely on the definition of the problem, you can eliminate the tendency to worry about everything extraneous to the issue (e.g., the problem's history).

- Write down a precise and objective definition for a problem you need to solve (i.e., just like it would appear in a dictionary without including your subjective thoughts/language).
- Keep this definition in a place where you can be reminded of it daily. Without any emotional terms, this problem is now simply a task like any other on your to-do list and should be tackled in small steps.

**Watch Your Limit!** Our brains typically handle seven chunks of information, whether we are memorizing or deciding between many options; seven seems to be the maximum amount of information we can effectively manage.

- The next time you are stuck in solving a problem, ensure you are dealing with no more than seven pieces of information (or deciding among fewer than seven choices). Too much information paralyzes you, while too little leaves you uninformed.
- Also, if your decision is stressful, your mental and emotional resources will be even fewer, so you may want to limit yourself to three options.

## Balancing Your EI

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

Problem Solving(87) ↔ Flexibility(113)

Your Problem Solving is lower than your Flexibility. This imbalance suggests that you may have a tendency to continue to look for alternate solutions to a problem, even when you are well into implementing a solution. Although this tendency may prove beneficial from time to time, you run the risk of being inefficient over the long-term.

# Reality Testing

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

103

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Call it “being grounded” or “tuned into the situation,” Reality Testing means seeing things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans/goals. Mary, your results indicate that for the most part you can look past your emotional biases and see situations objectively. You are tuned into the task at hand and your environment and as a result set fairly reasonable goals. Your result suggests:

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

## Impact at Work

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

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

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

Reality Testing(103) ➤ Self-Regard(74)

Your Reality Testing is not in balance with your lower Self-Regard. This suggests that you may not have sufficient evidence of your strengths and weaknesses, and as a result you may be too hard on yourself. You may spend too much time looking for evidence to validate yourself. Try bringing your Self-Regard in line with your Reality Testing by setting meaningful but challenging goals and basing your self-assessment on the accomplishment of these goals.



# Impulse Control

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

111

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. Mary, your result shows someone who extensively controls their emotions and impulses to act. Your highly stable nature helps to put people at ease; coworkers will feel that they can easily predict your behavior or mood and will be more likely to open communication channels with you. Your result may indicate a tendency to:

- be deliberate and apt to survey a situation before making a decision.
- be patient and calm even when provoked.
- be able to think before you act; you rarely regret what you have said or done.

### Impact at Work

**Emotional Implications.** Your emotions are often expected visitors: you experience them, learn from them, and then take action based on this emotional knowledge. This deliberate use of emotions means you give yourself lots of time to understand how you feel and then determine what is the required action.

**Social and Behavioral Implications.** Your ability to remain focused, delay temptation, and avoid making rash decisions has tremendous interpersonal and professional implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that achieves corporate buy-in. Because you reflect before you speak, your position is well articulated, grounded in evidence and, as a result, respected by your team. People may see your behavior as predictable and calculated and although this is necessary in many workplaces, ensure that it isn't at the expense of listening to your instincts or participating in spontaneous conversations.

### Strategies for Action

**Unfreezing.** If you find yourself significantly less impulsive than your colleagues, you may appear to be rooted in thought when others want action. If progress is being held up by too much contemplation your teammates may see you as a barrier to moving forward.

- Before making a decision, determine upfront what evidence you will need in order to feel comfortable acting. Whose approval do you need? What is the threshold of risk you are willing to accept?
- Knowing this information upfront will help you balance deliberate decision making with the progress demanded by today's business.

**Giving Your Gut Reaction a Voice.** People high in Impulse Control have a lot of self-talk happening all the time. You rarely act unless you have played out multiple scenarios and as a result, your gut reaction can often be overlooked.

- Describe a situation in the past week where you regretted not speaking up or acting quickly.
- What emotion were you experiencing? Was it fear, uncertainty, sadness?
- If you could rewrite the situation, what would you have done differently? How could you have listened to your instincts despite the emotion you felt?
- Use this example of how you wished you had behaved as a goal. Try to demonstrate this behavior in the next two weeks.

## Balancing Your EI

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

Impulse Control(111) ↔ Stress Tolerance(91)

Your Impulse Control is higher than your Stress Tolerance. This imbalance could mean that during times of stress you may become "hyper regulated", heavily controlling your behavior and ability to act, which could hamper decision making.



# Flexibility

**Flexibility** adapting emotions, thoughts and behaviors

113

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Mary, your results speak of a well-developed ability to adjust yourself to changing conditions and priorities. At work, you likely see change as necessary for innovation and staying ahead of the competition. You can easily assume a change leadership role, where you can encourage others to be as open to change as you are. Some indicators of your result are:

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

## Balancing Your EI

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

Flexibility(113) > Independence(81)

Your Flexibility is higher than your Independence. This profile may make you susceptible to being swayed by others and their decisions (a.k.a. groupthink). If you find yourself appearing too compliant and easygoing, you could benefit from taking a stand when you believe something is important, even if your viewpoint differs from the consensus.

# Stress Tolerance

**Stress Tolerance** coping with stressful situations

91

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. Mary, your result indicates that you are armed to withstand stress with a repertoire of effective coping strategies. You are able to manage your emotions, remain composed, and maintain your performance, even when times get rough. Although you may not handle all stressful conditions well, you have the underlying belief that you can control your reaction to stress. Some characteristics of your result are:

- you can maintain a level of work performance even under mounting pressure or competition.
- you actively cope with stress without letting your emotions take over.
- weaknesses in other areas of EI may be more apparent during times of stress.

### Impact at Work

**Emotional Implications.** Although you can keep control of your emotions during times of stress, there is the possibility that you do not leverage and use your emotions. Rather than subduing your emotions, remember to use them. The emotion of happiness can help you come up with creative solutions to your stressful situation.

**Social and Behavioral Implications.** Your ability to tolerate stress and exert some influence over the situation is likely to appear calming and even inspiring to your colleagues. Your ability to openly cope with your challenges and even bring others along with you is a sign of tenacious leadership, a quality that is imperative given the full schedules we all work with. Although mounting pressure can cause you to lose your composure, for the most part others can predict your calm and focused demeanor and as a result are likely to openly share information with you.

### Strategies for Action

**Building your Coping Strategies Bank.** There are several effective behavioral strategies that can help you better cope with daily stressors and improve your overall stress tolerance. Some of these strategies are so discreet you can use them in the office to address stress as soon as it starts:

- deep breathing, belly breathing, visualization exercises
- progressive muscle relaxation, acupressure
- yoga, tai chi, meditation

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

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

## Balancing Your EI

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

Stress Tolerance(91) ⚡ Flexibility(113)

Your Stress Tolerance is lower than your Flexibility. When dealing with change, your tendency might be to alter the situation you are in rather than staying the course and dealing with emotions that result from the stress. While this can be effective at times, make sure that it isn't your only coping strategy. In situations where you feel stressed, rather than exerting effort trying to change your course of action, consider various ways to cope with the stressor while maintaining your expected level of performance.

# Optimism

**Optimism** positive attitude and outlook on life

92

70 90 100 110 130

Low Range Mid Range High Range

## What Your Score Means

Optimism, the ability to remain positive despite setbacks, often differentiates between “star performers” and others in the workplace. It permeates almost every application of EI, from helping you persevere to enabling you to view change as a good thing. Mary, your result shows a person who is normally optimistic, preferring to see the world in a positive light. A result in the average range also indicates that you are not so overly optimistic that you are blind or naïve to the realities of life. Some characteristics of your result are:

- you tend to see the world with a “glass half-full” approach.
- you are hopeful about the future.
- you are energized by setbacks and obstacles, fuelled to overcome challenges in life.

## Impact at Work

**Emotional Implications.** Optimistic people experience a range of emotions. You are not so optimistic that you ignore fear, nor are you so pessimistic that you ignore happiness. To your team, this grounded optimism is likely contagious; others will see your hopeful vision of the future, and with realistic plans they will see that this vision is attainable.

**Social and Behavioral Implications.** Hopefulness and resilience are attributes of effective leaders. You are likely able to see opportunities and possibilities that others may overlook or simply reject for being too difficult, too time-consuming, or outside of the organization’s current comfort level. Your goals (and if applicable, the goals you set for others) are likely to reflect your optimistic approach to work; you see the possibilities and set stretch targets that help you strive for the best. There is still room to increase your level of optimism, as certain instances at work likely cause you to be more negative than you wish to be.

## Strategies for Action

**Pessimistic Moments.** If there are times when you feel less optimistic, take note of when these occur.

- Identify the trigger for your pessimism. Is it when timelines are tight? Are you in a leadership role and skeptical of others’ capabilities?
- Debate the validity of this pessimism. Look to the past to confirm whether similar successful or unsuccessful situations have occurred.
- If your pessimism is warranted, perhaps contingency plans for this risk should be considered.

**Reevaluate.** When you are faced with a challenge and your normally optimistic demeanor wavers, you may need to reevaluate your goals in order to visualize a successful outcome.

- Adjust your tasks and goals into more manageable and attainable segments. For larger, more daunting projects, try to break them into five to seven smaller steps.
- This does not mean that you should oversimplify or trivialize what is needed, but it does help to become more solution-focused at smaller intervals than to be burdened by a single overwhelming goal.
- For each smaller step, describe what you visualize success to be. Keep focused on these smaller outcomes to help bring your optimism back in line.

## Balancing Your EI

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

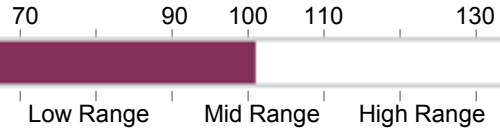
Optimism(92) < Interpersonal Relationships(111)

Because your Optimism is lower than your Interpersonal Relationships result, you may find yourself relying on your relationships to compensate for your lower optimism. Beyond your relationships, there may be other aspects of your life that lower your optimism. To balance these aspects, consider what these factors might be. Also consider how optimistic your friends, family, and colleagues are, and whether they encourage feelings of optimism for you.

# Well-Being Indicator

**Happiness** satisfied with life; content

101



## 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

Mary, your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

- have fun at both work and play when participating in activities you enjoy.
- be seen by coworkers as likeable and pleasant to be around.
- have to occasionally manage your discontentment with certain aspects of your life.

Of the subscales most typically tied to Happiness, you scored lower in Self-Regard. Directing development efforts here could strengthen your level of Happiness.

### Self-Regard

Happiness is a by-product of believing in oneself and living according to your own values. Your low Self-Regard may lead you to question your values, performance and decisions, ultimately lowering your happiness.

- Reflect on past accomplishments by identifying skills that enabled you to be successful.
- What do you admire most about yourself? Why? What do you like the least?

### Optimism

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 suggest you are optimistic and hopeful most of the time, but perhaps you could use this outlook more frequently so that your happiness becomes even more personal, permanent and justifiable.

- When are you the least optimistic? How could your outlook be improved in these situations?
- When faced with a new challenge, how do you typically feel? List your emotions and think about why you feel this way.

### Interpersonal Relationships

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

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of self-actualization, but further development in this area will help to promote feelings of achievement and overall happiness.

- Identify what you value most in life. Are you spending enough time on the activities most important to you?
- What legacy will you leave behind?

# 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 to reach your personal goals.

## My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

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

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