



EQ-i^{2.0}
assess. predict. perform.

LEADERSHIP

REPORT

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theEicoach[®]



Introduction

Understanding Your Report

Welcome to a new way of examining your emotional intelligence (EI) skills! You will find this report has many unique features linking EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. This report examines your results on the EQ-i 2.0 through four key dimensions of leadership:

Authenticity	Coaching	Insight	Innovation
An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.	A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.	A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.	An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did (the EQ-i 2.0) and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organizations (over 400 employees).

As a group, the leaders had significantly higher EI than the general population. *In fact, the average Total EI score for leaders was 14 points higher than that of the general population.*

While this leadership sample is a valuable comparison group, it also helped organize the EQ-i 2.0 subscales (page 4) according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas (page 6).

Emotional Intelligence and Leadership

How is EI linked to leadership? In addition to the research supporting this report, fifteen years of research has shown that leaders tend to score higher in EI than the general population. Also, many professionals find it easier to focus on improving a few specific skills that underlie broader leadership competencies, making the EQ-i 2.0 subscales the perfect building blocks to reaching your leadership potential.

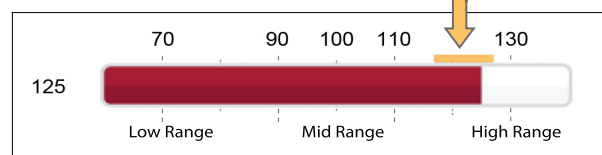
Getting the Most out of Your Report

Keep the following tips in mind as you work through your Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your EQ-i 2.0 results can help strengthen your leadership skills, the value of the report is enhanced by framing it within your own individual context. Integrate your wealth of knowledge about your organization, its culture, and the specifics of your leadership with the information in this report to derive the most value from it.
2. Take notes as you read the report. Choose strategies for development that you wish to try in your role.
3. *All EQ-i 2.0 subscales are related to leadership behaviors, but selecting the right areas to focus on is key to development.* Work with your coach or administrator to determine which subscales will help drive the leadership results you are looking for. You can treat subscales as building blocks that strengthen broader leadership skills like mentoring, communication, or conflict resolution.

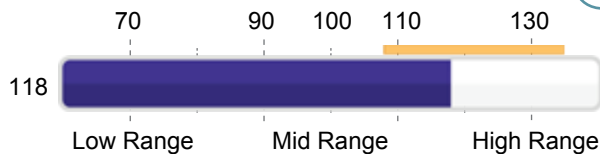
Leadership Bar

The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose EQ-i 2.0 scores were in the top 50% of the leader sample). Using this bar you can compare your results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



Executive Summary

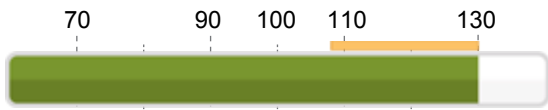
Total EI



Highest 3 Subscales

Compared to your other scores, these three subscales might be areas you could further leverage. The corresponding subscale pages may provide insight.

Reality Testing (130)



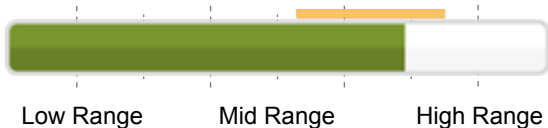
You likely employ a very realistic and grounded leadership style, turning to data and facts for making decisions and setting directions for your team. Be careful not to be too realistic that creativity is stifled. Your result on this subscale is not only above average but it also falls within the leadership bar.

Self-Regard (123)



You have a strong sense of your strengths and weaknesses, which enables you to take a confident and self-assured leadership role. Your result on this subscale is not only above average but it also falls within the leadership bar.

Impulse Control (119)

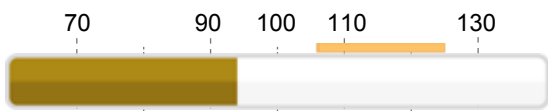


You lead with a highly stable nature and place a high value on deliberate planning. Your team likely thrives under such steady and consistent leadership, although you should be careful not to avoid spontaneity altogether. Your result on this subscale is not only above average but it also falls within the leadership bar.

Lowest 3 Subscales

Compared to your other scores, these three subscales might be areas you could develop. The corresponding subscale pages will provide you with Strategies for Action.

Interpersonal Relationships (94)



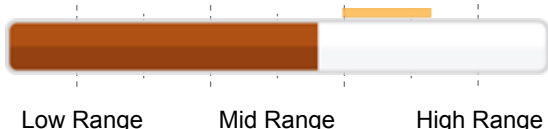
You may not leverage relationships as much as you could. While you have the foundation of mutually satisfying relationships, develop this skill further and be proactive when relationship maintenance may be required. Your result on this subscale falls below the leadership bar.

Flexibility (102)



You usually adjust well to change and require the same from your team. Your leadership embraces and promotes flexibility in order for innovation to flourish. While your score is slightly above average, your result on this subscale falls below the leadership bar.

Independence (106)



You tend to independently and confidently make decisions; gaining your team's buy-in when needed. Leadership at its core requires independence, so continued growth here would be beneficial. While your score is slightly above average, your result on this subscale falls below the leadership bar.

EQ-i 2.0 Model of Emotional Intelligence

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

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

SELF-EXPRESSION

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

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

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



DECISION MAKING

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

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

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

INTERPERSONAL

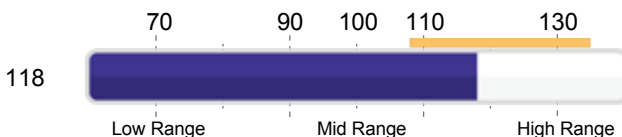
Interpersonal Relationships refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.

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

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

Overview

Total EI



Self-Perception Composite

Self-Regard
Respecting oneself; Confidence



Self-Actualization
Pursuit of meaning; Self-improvement



Emotional Self-Awareness
Understanding own emotions



Self-Expression Composite

Emotional Expression
Constructive expression of emotions



Assertiveness
Communicating feelings, beliefs; Non-offensive



Independence
Self-directed; Free from emotional dependency



Interpersonal Composite

Interpersonal Relationships
Mutually satisfying relationships



Empathy
Understanding, appreciating how others feel



Social Responsibility
Social consciousness; Helpful

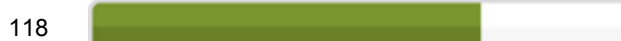


Decision Making Composite

Problem Solving
Find solutions when emotions are involved



Reality Testing
Objective; See things as they really are



Impulse Control
Resist or delay impulse to act



Stress Management Composite

Flexibility
Adapting emotions, thoughts and behaviors



Stress Tolerance
Coping with stressful situations



Optimism
Positive attitude and outlook on life



Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This page provides you with a leadership lens through which to view your EQ-i 2.0 results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are displayed below. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas are likely to yield the greatest return in your growth as a leader.

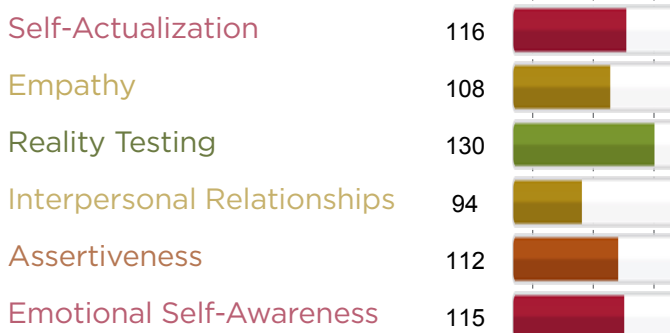
Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.



Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



Insight

A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.



Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



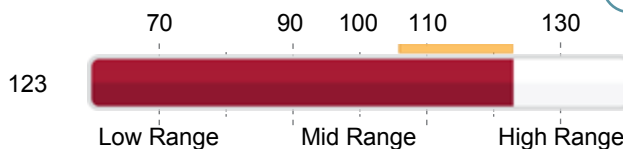
Leadership Derailers

David, you may have a **low risk of derailment** as you received above average results across all subscales shown on the right. High scores on these subscales indicate that you are less likely to adopt a passive or avoidant leadership style. Because of high expectations placed on leaders, it is important to strive towards exceptional performance on these subscales in order to prevent moments where you may avoid your leadership responsibilities.



Self-Regard

Respecting oneself; confidence



What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. David, your result suggests that your self-regard is stronger than most people's. You are likely seen as a self-confident leader who understands both personal strengths and weaknesses. It is important to ground your self-assuredness by using your reality testing skills and by continually seeking feedback. You may:

- Exercise your considerable influence on key, strategic decisions.
- Demonstrate courage to stick by your convictions even in the face of dissenting viewpoints.
- Use a leadership approach that leverages your strengths and delegates tasks in your weaker areas.
- Want to ensure that your perception of your strengths is supported by objective evidence, otherwise you run the risk of being seen as overconfident in your abilities.

You scored well above average on Self-Regard and fall within the leadership bar.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your result may mean that you are driven to surpass organizational targets, create an atmosphere of excellence and demonstrate a strong sense of confidence in your leadership capabilities. The challenge is that you could lose touch with a realistic appraisal of your capabilities. It is important to draw on reality testing behaviors and feedback from your team to maintain a healthy self-perception.

Organizational Implications. Your ability to understand and accept your strengths and weaknesses is likely perceived as a genuine approach to leadership. Your higher confidence can probably be seen across department lines, as you feel assured that you can help out in a variety of capacities. You likely serve as a role model, and your higher expectations of yourself and your employees may lead to better quality decisions and greater productivity. Use external validation to avoid any attempts at self-aggrandizement and to maintain a realistic appraisal of your talents.

Strategies for Action

Be Mindful of Your Weaknesses. Awareness of your shortcomings helps to circumvent an inflated self-concept and temper this exaggerated self-image.

- Nobody's perfect; our flaws make us human. The key is to be cognizant of your limitations and ensure that they do not impinge on organizational performance.
- Develop strategies to improve your limitations. For example, if you are impatient and anxious when deadlines are not met in a timely fashion, you may want to refocus and practice relaxation techniques (e.g., deep breathing).
- You are only limited by the power of your imagination. Awareness leads to action and meaningful change. Be mindful that change does not occur overnight, but with persistence, transformation is possible.

Modesty is the Best Policy. While it is important to feel good about your strengths, do not overinflate them.

- Watch that you don't fall prey to arrogance; demonstrate humility and be humble in your approach. Successful leaders know their worth, but they remain grounded by seeking feedback from their team as well as from other leaders.
- Colleagues respect a leader who is visionary and exudes charisma, but who is also approachable, genuine and can relate to others. Your modest approach will help you win the esteem and admiration of your employees.

Balancing Your EI

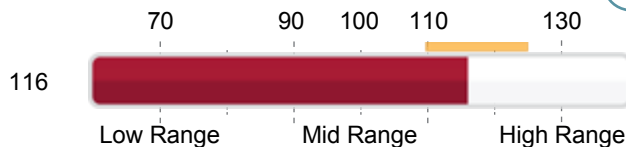
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning.

Self-Regard(123)

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

Self-Actualization

Pursuit of meaning; Self-improvement



What Your Score Means

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this may sound philosophical, as a leader, it means finding purpose and enjoyment in your role and performing to your fullest potential. David, your result suggests that you find deep meaning in your work, set challenging goals for yourself, and expect the same level of engagement from others. In addition to the passion and drive you bring, your result may also mean that:

- You feel as though you are exactly where you need to be.
- You promote the growth and achievement of other employees.
- Organizational goals are surpassed and high levels of performance are achieved.
- You should consider whether the goals that you set for yourself and the organization are too easy to reach. They should be sufficiently challenging to foster individual and organizational growth.

You scored well above average on Self-Actualization and fall within the leadership bar.

Leadership Impact



Authenticity



Coaching



Insight



Innovation

Leadership Implications. You are passionate about your leadership role within the organization, feel inspired and are living life in accordance with your values. You find ways to ensure that your talents are being optimally leveraged, and expect the same from your team. Your dedication to constant growth reverberates throughout your team, which is conducive to exceptional individual and team performance.

Organizational Implications. You empower employees to achieve success in their role. You bring out the best in your staff by challenging them with high standards and by inspiring them to surpass their potential. The organization may thrive under your guidance, with employee morale and fulfillment being a top concern for you. You create an atmosphere so that employees are able to accomplish great feats in their careers.

Strategies for Action

Sensible Beliefs. As a highly self-actualized leader, you may hold unrealistically high expectations of your employees. You may believe that staff must live up to the same high standards that you do as a leader.

- While a fervent energy and passion may permeate your work, employees may not show the same gusto. Use your reality testing and empathy to monitor the temperature and engagement of the team in order to justly accommodate all levels of interest.

Embrace Spontaneity. A defining characteristic of self-actualized leaders is a tendency to be open to change.

- If you remain stagnant, your commitment to personal growth will be called into question. Continue to keep abreast of new developments and inspire the same of those you lead.
- Ensure that at least one of your personal development goals includes keeping on top of the latest technology, leadership techniques or advances in your profession.

Balancing Your EI

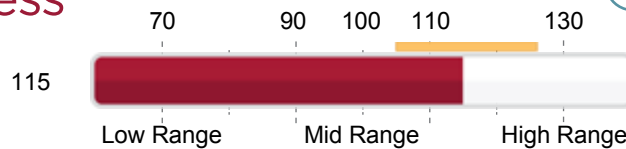
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization(116) < Reality Testing(130)

Your Self-Actualization is lower than your Reality Testing. These components can be balanced by setting realistic plans to accomplish meaningful experiences that are internally satisfying and not just objectively required. The challenge is to set goals that are attainable and realistic, but also intrinsically valuable.

Emotional Self-Awareness

Understanding own emotions



What Your Score Means

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behavior and control the impact your emotions have on employees in the organization. David, your result indicates that more than most people, you are conscious of your emotions and the impact they have on performance. You likely lead with composure and a full understanding of your impact on others. It is likely that you:

- Can choose a course of action based on a “gut feeling” in time-constrained situations.
- Generate respect, admiration, and honesty from employees because you are viewed as highly self-aware.
- Generally take time to contemplate instead of acting rashly, thereby considering your emotional response and those of others.

You scored well above average on Emotional Self-Awareness and fall within the leadership bar.

Leadership Impact



Authenticity



Coaching

Leadership Implications. As a leader, you have a thorough grasp of your emotional triggers and reactions. This in-depth understanding helps fuel a streamlined decision-making process as you incorporate your emotions into your role as a leader. Knowing your emotional triggers and reactions, you are able to utilize this emotional knowledge to effectively navigate through challenging or difficult situations.

Organizational Implications. Your capacity to grasp subtle emotional nuances helps you take calculated risks that help the organization meet its strategic goals. This comfort with, and knowledge of, your emotional triggers and reactions allows you to lead with authenticity and a candid approach to help you gain credibility and buy-in with employees. You are able to manage tense and perhaps overwhelming situations with ease, and you are able to use and recognize your full spectrum of emotions.

Strategies for Action

Be a Role Model. Through the steadfast control of your emotions, you can be innovative, successfully take risks, and gain the trust of your employees.

- The most prominent leaders have an aptitude for remaining composed in competitive situations and under mounting pressure and duress. Your ability to be aware of your emotions helps you to serve as a model of composure and ensures that employees feel secure and content to overcome any potential challenge.
- Give seminars/workshops or hire an expert to teach employees about understanding emotions and the impact of their emotions on others.

Weigh the Evidence. As you are highly adept at understanding your emotions, you may have a tendency to be overly reliant on your emotional barometer to make decisions. Be mindful to incorporate objective evidence.

- Intuition can only carry you so far. While a deal may feel right, data may not support the intended strategy. Be sure to seek counsel from colleagues, involve members of your team and emphasize facts to support your proposed course of action.

Balancing Your EI

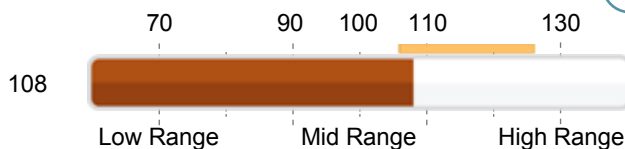
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. The subscale that differs the most from Emotional Self-Awareness is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Self-Awareness(115) < Reality Testing(130)

Your Emotional Self-Awareness is lower than your Reality Testing. Do you have a tendency to concentrate more on the feelings of those around you and the situation at hand than on your own feelings? Maintaining a balance between these two areas will allow you to consider your own feelings in concert with the feelings of others and within a given set of circumstances.

Emotional Expression

Constructive expression of emotions



What Your Score Means

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. David, your result portrays a generally emotionally expressive leader; you bring your true feelings to the surface with more ease than most. Sharing your emotions with your team, as you do, helps to build a culture of open communication. Consider the following, which may be characteristic of you:

- You are comfortable expressing emotions with the right words and/or facial expressions.
- You find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., frustration).
- At times, you have difficulty articulating or sharing certain emotions; the right words or expressions may elude you.

You fall within the leadership bar on Emotional Expression.

Leadership Impact



Insight

Leadership Implications. Expressing one's feelings verbally and nonverbally allows you to build authentic relationships that are beneficial to successful leadership. Although you have a solid foundation for expressing your emotions, you may at times come across as emotionally reserved, leaving your team hesitant to share information or approach you because your reactions, or lack thereof, are difficult to predict. It will be easier to engage followers if your expressions match what the situation demands of you.

Organizational Implications. Your result suggests that you generally express your emotions in a meaningful way and create a culture of open communication with your team and organization. It is especially important in difficult times to ensure that you stay connected with your team's reality. Furthermore, during times when you use strong emotions and captivating expressions, you are able to inspire your team to reach greater heights, and realize organizational and team goals. At other times, determine why you might choose to hold back expressing your emotions.

Strategies for Action

Expression Check-In. Identify a few instances from the past few weeks when you chose not to express your thoughts and feelings.

- What were your thoughts and emotions?
- Why did you choose not to share them?
- How would you and your team have benefitted had you expressed the emotions?
- Make a note to express your emotions at the next appropriate time.
- Over time, this process will become natural to you and enable you to express your thoughts and emotions before the moment passes.

Deal with the Difficult. As a leader, your Emotional Expression is constantly center stage. Therefore, it is critical that you are comfortable handling even the toughest situations.

- Assess the situation: What's the difficulty? How is the situation impacting your team?
- Reflect on your feelings: What do you feel about the situation? Assign "emotion words" to those feelings.
- Make your selection: What would your team appreciate hearing from you (don't assume they already know)?
- Delivery: Take your notes to the meeting as a reference and carry the conversation using the emotion words.

Balancing Your EI

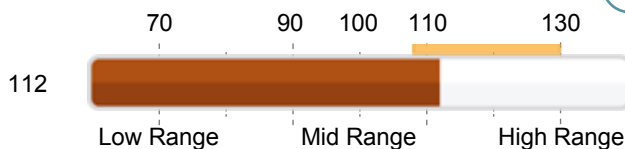
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Expression(108) > Interpersonal Relationships(94)

Your Emotional Expression is higher than your Interpersonal Relationships result. The expression of thoughts and feelings can be invaluable to maintaining meaningful and reciprocal relationships. Be attentive to how your words, tone, and body language can influence colleagues to maximize the effectiveness of your interactions with them.

■ Assertiveness

Communicating feelings, beliefs; Non-offensive



■ 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 your team by finding the right language at the right time to express your feelings and thoughts. David, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. The following characteristics may apply to you:

- You are firm and direct when making decisions.
- You guide your team toward your goals by articulating your needs and protecting their resources.
- You view your rights and those of your team's as sacred.

You scored well above average on Assertiveness and fall within the leadership bar.

■ Leadership Impact



Coaching



Innovation

Leadership Implications. Your results suggest that you likely pull on strong emotions and convictions to state your position. This is a crucial skill to have when leading a team; it helps in gaining your team's buy-in and inspiring them towards innovative solutions. Further, a high level of assertiveness helps to gain the resources your team needs and proactively clear obstacles in the path of your team's success. While such situations require you to be an assertive leader, others may require you to be more flexible in your thinking. Becoming too rigid in defending your position may result in unproductive, stubborn, or aggressive behavior.

Organizational Implications. Your results suggest that you are skilled at getting your point across in a clear and confident manner. This skill is likely to help you resolve conflict, leverage organizational resources, openly voice your opinion, and contribute to the success of your organization. Leadership competencies are especially visible when you are assertive because you likely create a strong platform from which to showcase your talents, and those of your team. Watch that when you defend your position, you do not miss important information or feedback that may alter your perspective.

■ Strategies for Action

Knowing Where You Stand. In order to move towards a decision, and ensure your team works collaboratively, highly assertive leaders need to have a clear understanding of where they stand and the points on which you are willing to concede.

- Note down the ideal outcomes you would like to see from your next meeting.
- Review the outcomes you identified and separate the core outcomes that are essential to progress.
- Then, identify the information you need to hear from others to concede on these points.

Knowing the core outcomes that are essential, and the idealistic outcomes on which you are willing to be flexible, will help you stay focused on the goal, and not become paralyzed in rigid debate.

Crossing the Aggression Line. As a leader with a high level of Assertiveness, making decisions probably comes easily to you. This likely provides direction for your team to work towards project goals. Be mindful of your behavior crossing the line into aggression. Ensure you spend the time truly listening to the input of others when making decisions. Maintaining a culture of open and respectful communication in this way can help immensely in inspiring others to reach new heights.

■ Balancing Your EI

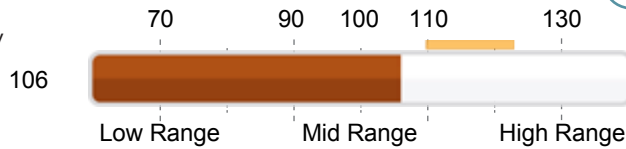
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. The subscale that differs the most from Assertiveness is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness(112) ↔ Interpersonal Relationships(94)

Your Assertiveness is higher than your Interpersonal Relationships result, suggesting that you tend to focus more on promoting your own views and that you may benefit from being equally attentive to the views of others. By doing so, you may strike a better balance of "give and take" in your work relationships.

Independence

Self-directed; Free from emotional dependency



What Your Score Means

David, being independent means that you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that you regularly showcase independence and offer your opinions and thoughts even if they are different from those of others. You also consult with your team as necessary, but can forge your own path even against popular opinion. This is a particularly critical skill that could use further strengthening. Seeking advice is needed for gaining buy-in, but you want to appear firm and independent in your thoughts and decisions in order to maintain the respect and reputation you need as a leader. Consider the following interpretation of your results:

- You are comfortable providing direction and working on your own.
- You welcome or request guidance from others, but usually make the ultimate decision.
- You accept responsibility for your decisions and your mistakes, knowing that at times people will disagree with you.

While you scored slightly above average on Independence, you could benefit from strengthening these skills and reaching the leadership bar.

Leadership Impact



Authenticity



Innovation

Leadership Implications. While you are open to the thoughts and feelings of your team, you have the ability to remain self-directed and free from emotional dependency on others. Your results suggest that you can take initiative and act freely, allowing your team to trust your convictions. At the same time, you earn credit with them for independent thinking. You may find some instances where you are more dependent on others than you wish to be. Determine why your independence wavers in these situations.

Organizational Implications. In the organizational arena, you are likely seen influencing others and providing your perspective as often as most leaders, but in order to build more respect for your direction, you could benefit from taking an even more independent stance. Being independent in your thoughts and feelings will help avoid group-think, and allow you to have a greater impact on the direction of the organization.

Strategies for Action

Predict Possibilities and Reactions. The ability to make decisions while remaining emotionally independent contributes heavily to strong leadership. To further develop your independence when you find yourself being more dependent than you wish to be:

- List possible reactions that others may have to the decisions you make.
- List both negative reactions (e.g., my team might feel I am neglecting their opinions) and positive reactions (e.g., my team might be energized by a decision they hadn't even considered before).
- List the pros and cons of your decision so that your convictions remain strong.
- Do consult your team for input, but remember that the final decision is yours. Create (or review) your list of pros and cons to make even the toughest decisions without second-guessing yourself.

Create a Central Vision. You may find that it is easier to maintain your independent stance on an issue when you distill your thoughts and emotions down to a single central vision.

- When you find yourself being more dependent than you wish to be, come back to your sense of purpose as a leader. Why is your decision or stance the right one from your perspective?
- Communicate this central vision clearly by not using distracting small talk or irrelevant sidebars. Think of your independence as riding on this central vision; leave your listeners captivated and your influence will increase.

Balancing Your EI

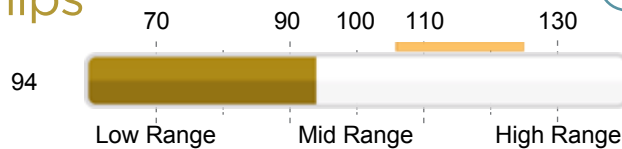
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Independence(106) < Problem Solving(118)

Your Independence is lower than your Problem Solving. Although collaborative solutions are often effective, these facets are balanced when solutions are not just a reflection of what the group thinks or wants. Ideally, group input is considered and integrated with what you think is needed to determine the best course of action.

Interpersonal Relationships

Mutually satisfying relationships



What Your Score Means

Leadership cannot exist without strong relationships. While you likely have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. David, you generally establish mutually satisfying and healthy relationships, although there is room for improvement. Think of interpersonal relationships as the medium through which you can gain buy-in, trust, and the resources you need to reach your goals. The more you strengthen your interpersonal skills, the better you'll be able to engage your team in reaching common goals. You likely:

- Focus on building relationships slightly less often than most people.
- Are a somewhat approachable and sociable leader, however people would be more open with you if you further honed this skill.
- Underestimate the potential of your team, hampering talent management and goal attainment.

You scored below the leadership bar on Interpersonal Relationships and could benefit from strengthening skills in this area.

Leadership Impact



Coaching



Insight

Leadership Implications. Your Interpersonal Relationships result indicates that most of the time you work as a connected leader who coaches and mentors others to reach their potential. While there is still room for improvement, you value building authentic relationships that help your team to feel comfortable in sharing information and insight for decision-making. Develop this skill further by building connections beyond your comfort zone.

Organizational Implications. Most of the time, you use interpersonal and networking skills to gain resources for your team. You are likely able to make a mark on the organizational stage, impacting decisions with information sourced from a variety of relationships. Although there is room for you to broaden your relationships, you understand that mutually-beneficial relationships can help you gain the support that your team needs and create a positive team and corporate culture.

Strategies for Action

Recognition Goes a Long Way. Remember to express recognition and celebrate individual and team success consistently.

- Through simple acknowledgments, reward people for achievements, meeting challenges, and upgrading their skills and knowledge.
- Do you know what kind of recognition your team members prefer? Not everyone likes a reward given in front of their peers.
- Find opportunities to improve your interpersonal skills; walking around the office and engaging in team discussions can be a management practice to help you understand your colleague. These opportunities can help expose you to the type of recognition people prefer.

Building Trust. Building resilient and trusting relationships with all people, regardless of your feelings toward them, is crucial to navigating the political landscape of your workplace.

- Identify the people with whom you have not developed a strong relationship. List areas of these relationships you'd like to improve.
- Reflect on this list and explore what you have done to earn their trust. List what you think each person needs from you.
- Next time you meet with these people, make note to confirm your perspective on their needs. Were you accurate or do they need something you had not thought of?
- Arrive at an action plan to support one another on achieving common goals and needs.

Balancing Your EI

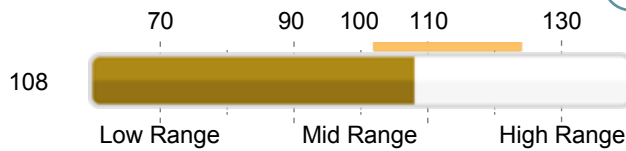
This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Interpersonal Relationships(94) < Problem Solving(118)

Your Interpersonal Relationships result is lower than your Problem Solving result. These factors work together effectively when decisions are made and problems are solved while considering how the decisions will impact those around you. Take extra time when needed to communicate with others from the beginning so that they are engaged in the solution process.

Empathy

Understanding, appreciating how others feel



What Your Score Means

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. David, your result indicates that you tend to lead with empathy, grasping what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable leader and your team feels 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 your team 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 making decisions without considering the needs of your team.

You fall within the leadership bar on Empathy.

Leadership Impact



Coaching

Leadership Implications. For you, empathy is a daily active process when resolving conflict, managing change, or making tough decisions. Your ability to show empathy usually allows you to come across as an authentic leader who can gain the trust and respect of your team. In order to be even more effective in inspiring and coaching your team, watch for instances where your empathic demeanor may crack (e.g., when you are feeling stress, or anger) and cause an emotional disconnect between you and your employees.

Organizational Implications. Although you have a reasonable level of empathy, working to increase it will benefit both you and your organization. The need to feel heard and understood is in the core nature of all human beings. Further increasing your level of empathy to provide this validation will help dampen defenses in conflict management and gain the commitment you need to achieve common goals.

Strategies for Action

Kick it up a Notch. Successful leaders have the ability to adopt others' perspectives and can understand how different people experience emotions. Take the time to understand each member of your team. Prior to your next meeting, prepare by:

- Listing all attendees and what needs and expectations each bring 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 that you can use during the meeting to further understand your team's needs.
- Keeping a journal that records your correct predictions (hits) and incorrect predictions (misses) of the issues and actions that would be brought forth. Reduce the number of misses by understanding individual team members on a deeper level.

Watching a Pro. Find someone who is an empathic and yet efficient communicator.

- Observe their communication style in practice, taking note of how they balance their ability to remain empathic and respectful with meeting organizational demands.
- Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to develop Empathy.

Balancing Your EI

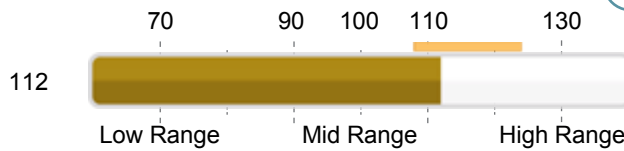
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy(108) ↔ Reality Testing(130)

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

Social Responsibility

Social consciousness; Helpful



What Your Score Means

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organizations, and communities. David, your result suggests that you are usually seen as a highly socially responsible leader, taking most, if not all, opportunities to help your team and the organization. Your concern for others, whether at work or in the community, is demonstrated through the selfless contributions you make. Based on your result, you:

- Consistently demonstrate your social conscience and are compelled to coach those who you lead.
- Are seen as a “Good Samaritan” who helps others without expecting anything in return.
- Gain fulfillment from a variety of sources, including activities outside of work.

You scored well above average on Social Responsibility and fall within the leadership bar.

Leadership Impact



Authenticity



Insight

Leadership Implications. Your level of Social Responsibility suggests that you believe in coaching and serving as a champion for your team/community. You likely uphold the moral and ethical compass in your leadership approach and often place your team’s goals ahead of your own agenda. You may also contribute/make a difference in society (e.g., charity involvement/fundraising). Be mindful that being helpful to the point where you do all the work is not truly helping or coaching; allow your direct reports to spread their wings and grow on their own.

Organizational Implications. You are likely involved in a variety of social and leadership pursuits both inside and outside of the workplace (e.g., charity involvement, fundraising). You consistently promote employee engagement, morale, mentoring, and other development practices that help build talent in your team and others in the organization. One note of caution is to be wary that such involvement may involve taking on too many responsibilities, regardless of the cost to the quality of your work or personal well-being.

Strategies for Action

Reflect and Focus. Being a successful leader is not a solo activity. Real success comes from helping your team members reach professional goals and individual improvement. Always supporting others, however, can take away the time you need to spend on yourself as a leader. Try to ensure that you are not avoiding your current emotional state, goals, and functioning by focusing too heavily on others.

- Reflect on how you spent your time last week. What activities and tasks did you spend your time on?
- Which of those tasks were for the betterment of yourself, your family, your work, those you lead, and others?
- If you are over involved in any area, adjust your schedule for the next month and refocus your efforts.

Inspiring Initiative. Inspiring others to be socially responsible can create an overall feeling of meaning while contributing towards the greater good.

- Leverage your passion for causes you care about by reaching out to your team and organization (e.g., setting up a community support group within the organization).
- Brainstorm several activities that you, your team, or the organization as a whole can engage in. Ensure these activities are in line with your organization’s vision and are of benefit to the employees.
- Identify a plan of action to build social responsibility within your organization; identify specific roles and a time frame in which to complete the plan of action.

Balancing Your EI

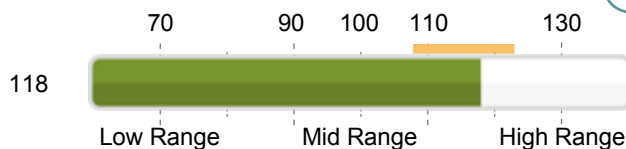
This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Social Responsibility(112) ➔ Interpersonal Relationships(94)

Your Social Responsibility is higher than your Interpersonal Relationships result. To balance these components, make contributions to society by connecting with individual people. It is sometimes better to participate in a charitable event, for instance, than to simply donate money to a charity. Connect with individuals who are involved in the activities you pursue. Remember that being socially responsible can happen even on the smallest scale, helping one person at a time.

■ Problem Solving

Find solutions when emotions are involved



■ What Your Score Means

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognize how these emotions impact their decisiveness. David, this is an area of emotional intelligence that you extensively use; you tackle problems head-on without being overwhelmed or distracted by your emotions. Your approach is likely uninterrupted and invokes a sense of steadfastness and confidence from those you lead. Your result indicates:

- You see emotional information as playing a pivotal role but are not sidetracked by it.
- You work through the many steps to solving a problem without being emotionally distracted.
- You are likely to delve into tough or touchy problems, understanding the emotions at play.
- Your emotions rarely inhibit your decisions, but be wary not to take it to the extreme and ignore your feelings entirely.

You scored well above average on Problem Solving and fall within the leadership bar.

■ Leadership Impact



Innovation

Leadership Implications. For almost every problem, you show focus and a rational demeanor as you generate solutions. Your leadership approach allows you to reframe problems and approach situations in new ways, spurring the creativity of your team and allowing for process overhauls when required. However, be aware that you still want to appear emotionally invested in the decisions you make—you just aren't allowing your emotions to derail you from making a decision.

Organizational Implications. Your method of viewing a problem from different perspectives, without being derailed by your emotions, helps you generate a wider range of solutions than most leaders. You are likely sought out for your rational problem-solving approach, particularly when emotions are running high. Tackling problems head-on enables you to set the tone for responsiveness and efficiency throughout the organization.

■ Strategies for Action

Seek Understanding First. If you find yourself quick to jump into problem-solving mode, you may start implementing solutions without fully surveying the situation.

- Begin by explaining your interpretation of a problem to at least two people, one who is connected closely to the problem and the other who is a neutral third party.
- Don't ask for solutions; have them hear your summary of the situation and ask clarifying questions if needed.
- A question to which you do not know the answer is a sign that you need a greater understanding of the problem before you begin to solve it.

Set the Emotional Stage. As a leader, you need to manage the emotional landscape of your team. Others may not be as decisive as you; don't leave people behind as you forge ahead solving problems.

- If your team needs to be innovative and consider unconventional approaches, try to evoke positive emotions within the group (e.g., recall a successful event, use humor, or hold a meeting outside of the office).
- Alternatively, to ensure others can concentrate on the details or analyze the associated costs of a problem, try to generate a slightly less positive mood that can help you with the analytical phase of problem solving.

■ Balancing Your EI

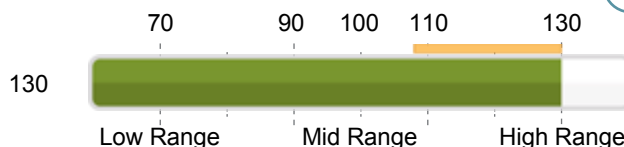
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving(118) ↔ Flexibility(102)

Your Problem Solving is higher than your Flexibility. Balancing these components often involves considering different solutions to a problem. Use solutions that you know from experience will work, but be receptive to new approaches when they may offer a more optimal solution. Remember to maintain a flexible stance throughout the brainstorming process to help generate as many solutions as possible.

Reality Testing

Objective; See things as they really are



What Your Score Means

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. David, your result on this subscale suggests that you have the ability to remain objective, stay tuned in to what is happening around you and provide clear, realistic direction to your team. By keeping your personal biases at bay, you likely make trusted and sensible decisions that organizational members can buy into. Your result suggests:

- You are very unlikely to misinterpret critical information or allow emotions to color reality.
- Each person and situation is unique; you can tailor your approach accordingly.
- Your coaching and performance management discussions are likely unbiased and grounded in evidence.
- You rely heavily on logic and evidence to reach a decision, even when they are at odds with your feelings and/or beliefs.

You scored well above average on Reality Testing and fall within the leadership bar.

Leadership Impact



Authenticity



Coaching

Leadership Implications. Your ability to see most situations objectively may lead you to make very black and white conclusions: something is right or it is wrong, there are no shades of grey. This sets you up to be a trusted and respected leader with clear ethics; people will seek you out for your realistic appraisal of a situation. Coaching and performance management conversations are likely to be securely grounded in evidence, so be careful not to dismiss good intentions and efforts when results aren't meeting your expectations.

Organizational Implications. Because you frequently see situations as they really are (and not as you wish them to be), people likely turn to you for the hard facts, and you may be a key resource within the organization to make tough decisions. Leaders like yourself who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements. Watch that your objectivity doesn't get in the way of your creativity and willingness to set stretch goals.

Strategies for Action

Gut Checks. Emotions occur for a reason—to provide us with information about an event. If you ignore them completely, you are missing out on crucial data that objective analysis cannot provide.

- Try a few “gut checks” throughout your day. Reflect on how you felt about a conversation, resolving a performance issue, making a tough decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., the vote was 10 to 4 in favor of pulling the project) to take precedence over what your emotions tell you (e.g., Karen sure looked hurt when her project was cut).
- Leaders need to be particularly attuned to the emotional information present in their relationships; ignoring it will likely alienate individuals and form rifts that make it difficult to get work done.

Opening the Books. Keeping up-to-date data at your fingertips will ensure you have objective information ready to fuel strong decisions and goal-setting processes.

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is seen as a form of power and can combat the tendency to color reality with our own personal biases. Instill this power in your team. Validate theories and assumptions, and avoid targets that have no basis in hard data.

Balancing Your EI

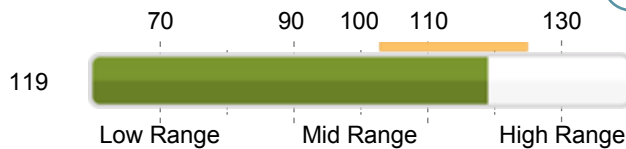
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing(130) ➔ Emotional Self-Awareness(115)

Your Reality Testing is higher than your Emotional Self-Awareness. Balancing these aspects of EI means objectively analyzing information, but also remaining receptive to your emotions and others' emotions. The right synthesis involves considering emotional reactions in addition to practical logistics as you go about your work and life.

■ Impulse Control

Resist or delay impulse to act



■ What Your Score Means

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. David, your result is indicative of a leader who is highly stable, composed and methodical in your approach. You steer clear of rash conclusions and impatient behavior, putting appropriate analysis into every move. Leaders with a result similar to yours are:

- Deliberate and apt to survey a situation before making a decision.
- Patient when communicating and mentoring their direct reports, and deal with obstacles in a composed manner.
- Calm and unperturbed under trying circumstances, allowing others to trust in their leadership ability during difficult times.

You scored well above average on Impulse Control and fall within the leadership bar.

■ Leadership Impact

Leadership Implications. Your ability to remain focused, delay temptation, and avoid making rash decisions ensures you are at low risk of derailment. Leadership requires flexibility, but it is your astute focus and deliberate planning that achieve corporate buy-in. Because you reflect before you speak, your position is well articulated and, as a result, respected and trusted by those you lead.

Organizational Implications. You likely have a style of careful deliberation that has a positive impact on the organization, as you take the time to ensure that plans are in place before decisions are made. Under trying circumstances, you can still hold this patient composure and not fall victim to knee-jerk responses to market conditions or competitive moves. 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 the environment you work in, you may appear to be rooted in thought when others are driving action. If progress is being held up by too much contemplation, your team may think you are incapable of driving change in the organization.

- Before making a decision, determine up front 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 up front will help you balance deliberate decision making with the progress demanded of today's leaders.

Admit Mistakes. Even with our best intentions, frustration or impatience can sometimes get the best of us. Leaders who show integrity by owning their behavior and admitting their mistakes recover from workplace slip-ups with less wear and tear than leaders who pretend the event never happened.

- Particularly with your direct reports, openly admit to a moment of frustration and offer an apology. Don't blame your behavior on anyone else or anything outside of your control.
- Maintain a positive impression by talking about what you will do differently next time and ask others for feedback on your plan.

■ Balancing Your EI

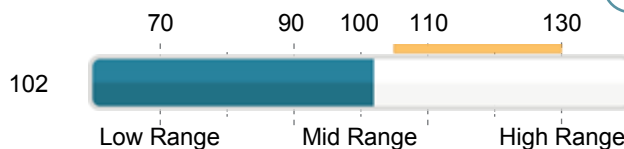
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Impulse Control(119) ↔ Flexibility(102)

Your Impulse Control is higher than your Flexibility. These facets work most effectively together when you can embrace change, while being in control of your impulses and temptations. Good impulse control can alleviate susceptibility to impetuous change, but should not inhibit you from embracing change that is well planned and positive.

Flexibility

Adapting emotions, thoughts and behaviors



What Your Score Means

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. David, you are slightly more likely than most to embrace change and view it as a springboard for progress in the organization. You generally welcome new ideas and incorporate them into the strategic direction for your team. Nevertheless, some change makes you slightly uneasy, and you may be slightly hesitant to respond to unanticipated developments. Some indicators of your result are:

- You accept new methods and procedures for getting the job done.
- You are quite responsive and can adjust your leadership style according to the situation and the individual needs of those you lead.
- You may approach unexpected curveballs with some trepidation, but overall you lead with an openness for change.

While you scored slightly above average on Flexibility, you could benefit from strengthening these skills and reaching the leadership bar.

Leadership Impact



Innovation

Leadership Implications. While you are responsive to new developments and methods of conducting business, at times you may be hesitant regarding progress and innovation. This hesitation may lead you to be distrustful of the need for key changes and decisions, even when the workload is shared. Nevertheless, for the most part, your emotional reaction to change promotes risk-taking and independent thought.

Organizational Implications. Your vision for the organization adjusts according to external demands and, for the most part, your leadership style adapts to the needs of the situation. This approach encourages employees to propose new methods of conducting business, to help streamline processes and to funnel energy towards innovation and independent thought. Nevertheless, due to your occasional reticence to incorporate change, it may take a while for new processes and procedures to firmly embed themselves within the organization.

Strategies for Action

Learn From Failure. Comfort with failure will help you find ease with change. Some of the world's most successful leaders have repeatedly failed.

- The next time you encounter failure, gain some insight from the situation. Learning from mistakes promotes self-discovery and the opportunity to capitalize upon a seemingly negative event.
- Your reaction to failure is a great opportunity to demonstrate your flexibility. Work with others to ensure everyone learns from the negative event and try brainstorming different solutions to show your adaptability.

Cross-Functional Coverage. Spend time working in different departments in the organization.

- Leaders who are exposed to various departments in the organization get a sense of challenges and unexpected events. This exposure helps combat a narrow perspective and can help you understand how employees cope with change in the organization. This exposure can also help you incorporate an adaptable approach into your management style.

Balancing Your EI

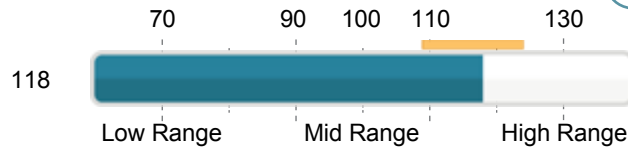
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Impulse Control. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(102) ↔ Impulse Control(119)

Your Flexibility is lower than your Impulse Control. When working most effectively together, impulse control will prevent you from making changes that are rash and unjustified. It should not, however, prevent you from making changes that are worth making even if they entail some risk. A good balance of these components will allow sensible changes to occur in a thoughtful way.

Stress Tolerance

Coping with stressful situations



What Your Score Means

Stress Tolerance is the ability to cope with and respond effectively to stress. David, your result indicates that you are armed with an array of valuable coping strategies to mitigate the effects of challenges and difficulties that arise in the organization. You garner respect for your ability to lead others through times of stress, by remaining calm and collected. You are focused on getting the job done in the face of uncertainty and changing priorities. Some characteristics of your result are:

- You undertake challenges with enthusiasm in order to foster productivity.
- You operate at peak performance under situations of mounting pressure and approaching deadlines.

You scored well above average on Stress Tolerance and fall within the leadership bar.

Leadership Impact

Leadership Implications. Your ability to withstand the most intense pressures with ease denotes an agility in coping with the most challenging issues (e.g., downsizing, competitive threats). You are viewed as a beacon of composure and are able to weather the most difficult situations with stoic calm. Others see you as being decisive and taking prompt action when encountering complex issues and/or stressful events.

Organizational Implications. Your proficiency at managing the sometimes chaotic demands of the workday without getting anxious or worried propels the organization towards efficiency even under the most challenging conditions. You motivate others to cope with events that are uncontrollable, and your ability to find solutions catapults the organization forward. Change permeates the work culture as decisions are swiftly made. Be mindful that your colleagues may not cope as well with pressure, and ensure that proper safety nets are implemented (e.g., flexible work schedules, stress management workshops).

Strategies for Action

Temper Your Expectations. Be cognizant of the fact that your direct reports may not espouse the same stress mitigating coping strategies as you.

- While you may be able to take on multiple challenging assignments to drive the organization forward, remember that others may not feel as able to cope with the demands.
- Openly communicate your expectations with others, and maintain an open-door policy. Encourage colleagues to speak to you about their concerns in a welcoming and supportive atmosphere.

Maintain a Fine Balance. Ensure that you balance your desire to undertake simultaneous projects with a realistic appraisal of your ability.

- Draw on reality testing to ensure that you are adequately prepared to tackle a demanding workload. For instance, do you have the required resources (e.g., people, time, expertise) in order to effectively manage competing priorities?
- Ask your team for feedback regarding workload and involve them in creating solutions to ease the pressure when necessary. Ask for help when you are unable to tackle a project alone and delegate responsibilities when you are unable to handle them.

Balancing Your EI

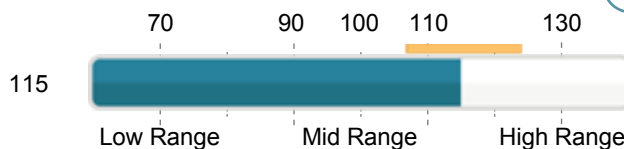
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Stress Tolerance(118)  Interpersonal Relationships(94)

Your Stress Tolerance is higher than your Interpersonal Relationships result. Achieving balance here will help others to better understand your circumstances while allowing you to gain insight into how others are affected by stress. In times of stress, it is often helpful to describe your circumstances to a friend or colleague. This practice may prove insightful and result in healthy and open relationships.

Optimism

Positive attitude and outlook in life



What Your Score Means

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. David, your result is indicative of a leader who is extensively optimistic and views work and life in a positive light. Some characteristics of your result are:

- You expect success from the people you lead and from relationships in your personal life.
- You are perceived as very enthusiastic and inspire colleagues to accomplish their objectives, helping them reach for even greater heights.
- You consider challenging situations as temporary and easily overcome.

You scored well above average on Optimism and fall within the leadership bar.

Leadership Impact



Insight



Innovation

Leadership Implications. Your positive outlook on work and life helps you thrive as a leader and galvanizes employees into action. You view challenges as naturally occurring events, and you embrace both success and failure. As you adjust well to new experiences and are comfortable with change in the organization, you likely encourage the same positivity in those you lead. Your positive energy, enthusiasm, and resilience are contagious and help foster creativity, innovation, and new ideas.

Organizational Implications. Your positive demeanor has far-reaching consequences, and helps employees thrive under challenging situations. You are able to persuade colleagues to achieve greater levels of performance. You may find it easier than other leaders to transform conventional and outdated methods of conducting business into improved and revolutionary methods. You galvanize commitment and energy from colleagues that lead to swift action, and you encourage others to see possibilities and take risks.

Strategies for Action

Temper Expectations. Your highly optimistic perspective may generate unrealistic expectations of yourself and colleagues. Be careful to ground your expectations in reality.

- Generate a candid appraisal of the elements at your disposal (e.g., time, cost) and weigh their supply against the goals that you have set for the team/organization.
- Ask yourself if you have enough of these finite resources to achieve all the objectives you have established.
- This process will help ensure that you ground your idealism in reality, and ensure that you have all the required resources at your disposal to help drive the organization forward.

Manage Difficult Discussions. You can leverage your optimism by directly confronting challenging conversations.

- As a leader, you may encounter situations in which you have to speak with your team about stressful issues (e.g., downsizing, merger or takeover). In such instances, you can leverage your strong optimism by conveying a hopeful outlook to help your team persevere through adversity.
- You will inspire your team to change perspective (optimism is contagious) and develop effective coping techniques to mitigate any anxiety/concern that surfaces as a result of actions beyond the realm of control.

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.

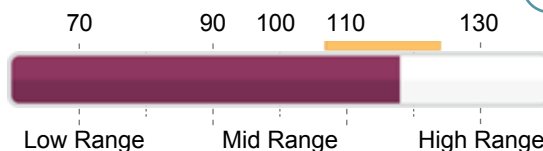
Optimism(115) ➔ Interpersonal Relationships(94)

Your Optimism is higher than your Interpersonal Relationships result. Balancing optimism with well developed interpersonal relationships can help you to remain positive and realistic. Also, by using your interpersonal relationships effectively, you can get important feedback to help keep your optimism grounded.

Well-Being Indicator

Satisfied with life; content

118



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 on this page, 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

David, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course where your happiness is seen and experienced as infectious. Your results in Happiness and the four most connected subscales are high. Because of this, you likely experience a certain balance between your well-being and optimism, self-confidence, personal relationships, and fulfillment of goals. Gains in one area likely contribute to gains in another—quite a reciprocal set of relationships! You may:

- Exude cheerfulness at both work and play while participating in activities you truly enjoy.
- Be seen by your team as motivating and resilient in the face of obstacles.

Self-Regard (123)

Happiness is a by-product of believing in oneself and living according to your own values and standards. Your high level of Self-Regard helps to promote positive feelings about oneself, confidence, and enhanced life satisfaction and happiness.

- How do you envision success in your leadership position? Are you reaching the pinnacle of success?
- What are some strategies you have used in the past (e.g., positive self-talk) to be confident and self-assured?

Optimism (115)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

- How does your optimism increase employee motivation and productivity?
- What can you do to impart this optimistic outlook in a transparent manner so that colleagues can benefit?

Interpersonal Relationships (94)

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

- Are there particular relationships at work that could be improved to increase harmony?
- Do you feel as connected as you need to be with your team? If not, what steps can you use to improve the relationship?

Self-Actualization (116)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your level of self-motivation and feelings of an enriched life ultimately drive your life achievements and overall happiness.

- Can you pinpoint the emotions you experience when you feel you are optimally using your talents?

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.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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
Practice active listening	Today, especially in one on one meetings with my direct reports	Improved interpersonal relationships, empathy with my team. Increased employee engagement.	- Feedback - 360 results increase	Direct feedback from my team	Obtaining honest feedback can be difficult. Time – don’t cancel one on one meetings – demonstrate the importance of regular touch points

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 _____

Leadership, Conflict Management, and Emotional Intelligence

Managing conflict of any kind can be a frustrating task for most of us. For leaders, resolving some sort of conflict is usually the norm rather than the exception. From competing resources and deadlines, to new project teams, mergers, and managing through organizational change, leaders are continually required to flex their interpersonal conflict management skills.

In addition, more and more of the work we do today involves multiple teams to reach organizational goals. The increased need for clear communication and role clarity between teams will help to ease potential conflict, and if navigated well, can provide team members with the opportunity to be innovative, take risks, and increase productivity.

As a leader, you may find the tips below can help you to leverage your emotional intelligence skills in times of conflict.

Manage yourself first...

1. Listen to yourself with purpose.

Leverage **Emotional Self-Awareness** skills to recognize your reactions, thoughts, and feelings regarding the conflict at hand. What are your thoughts about the conflict; the way it has been handled thus far and what can be done to get through it? What frustrates you about it? What is good about it? Remember, even though it may feel personal at times, the conflict is often not about you. Pay attention to how you feel and bring the focus back to the issue.

2. Timely expressions of yourself.

As a leader, your emotional expressions are always in the limelight, and while some situations call for instantly expressing yourself, most require a more deliberate and controlled expression. Your genuine expression and authenticity will be appreciated by others—especially when it is timely and constructive. Along with the awareness from Tip #1, utilize your **Emotional Expression** and **Impulse Control** skills to make the conscious decision to express yourself in a constructive manner, thinking through the outcome you expect from your expression before you express it.

...manage others second.

3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively

and genuinely—make it “their” time. Even if you disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defenses. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

4. Conflict ~~resolution~~ *management*.

Note that the title of this article is conflict management—not conflict resolution. Yes, there will be situations that call for immediate action, and you will need to make use of the authority behind the position you hold at your organization. For others, try simply managing the conflict as opposed to resolving it. Leaders usually have the tendency to jump right into problem solving mode, especially when problem solving skills are second-nature, or it seems easier to solve it yourself than allow others to do so. Make the conscious decision to use **Impulse Control** skills and apply your **Problem Solving** skills at a different level—manage the conflict as a leader and use it as an opportunity to develop your team. Use your **Interpersonal**, **Stress Tolerance**, and **Optimism** skills to guide and develop your teams to find innovative solutions to the conflict they experience. Provide them with the latitude to generate solutions and then review the best course of action with them. Remember, conflict can be a good thing! Learn to manage its destructive potential and harness its constructive energy.

A Leadership Guide to Striking the Optimal Balance

Meet Harriet, Senior Vice-President of Communications at a multi-national Fortune 500 corporation. As she interacts with stakeholders in different time zones, her day begins at the crack of dawn when she checks her work email. After eating a hurried breakfast and dropping her children off at school, the rest of her workday consists of a slew of meetings, intermingled with bursts of brainstorming and team debriefs. In the rare occasion that a spare moment presents itself, editing and sign-offs are slotted in throughout the day. Her biggest problem is time pressure, as she finds it difficult to complete an ever-growing list of competing priorities. Her harried, multi-tasking lifestyle prevents her from being fully present and engaged in her work and personal life. Recently, Harriet has encountered health problems, such as rapid, irregular heartbeat, headaches, and aches and pains throughout her body. Because of these issues, her children are often let down when she can't attend their after-school sporting events.

Harriet's situation is endemic throughout organizations, and costs companies billions annually in lost productivity. In our globalized economy, pressures to accomplish more with fewer resources, and our hurried, frantic lifestyles are causing leaders to sacrifice their health to complete a long list of seemingly endless responsibilities. Aside from the personal toll, families may feel disappointed and neglected as interpersonal contact steadily decreases.

For today's time-pressured leader, the following is a guide to harness EI skills to strike the elusive work-life balance:

Keep work in perspective

Work is an essential component for leaders in organizations. Nevertheless, it should not consistently overtake other responsibilities. Use **Reality Testing** skills to maintain an objective view of your schedule and your various obligations (professional and personal).

Temper unrealistic expectations

Leaders are only capable of taking on so much before physical and emotional resources deplete. Use **Emotional Self-Awareness** to gauge emotional reactions to unfeasible demands, which can serve as a trigger to adopt a more efficient/streamlined schedule.

Set boundaries and leave work at the office

When work continually encroaches on a leader's personal life, quality of life suffers to the detriment of **Happiness**. Use **Assertiveness** to ensure that discontent with work volume is vocalized as much as appropriate, and implement **Flexibility** to secure breaks at lunch and in the evenings/weekends.

Change your mindset

Leaders frequently feel compelled to shoulder a great deal of responsibility to achieve the strategic vision of the organization. Use **Problem Solving** to alleviate strain, and leverage **Optimism** to alter perspective (adopt the mindset "this too shall pass").

Meditate and exercise

When pressure mounts, leaders often focus their priority on achievement and neglect their well-being. Meditation and exercise boost **Stress Tolerance** and **Optimism**, both of which help you to refocus attention and manage competing priorities.

Delegate

Harness the power of delegation; assign tasks to your team to alleviate the burden of competing deadlines. Leverage **Interpersonal Relationships** to identify those who can shoulder some obligations, or those who need exposure or development in a particular task, and use **Flexibility** to ensure fair distribution of work.

Prioritize responsibilities

Leaders must ensure that duties are prioritized according to importance, and tackle obligations in order of impact on organizational goals. Use **Reality Testing** to address the most significant issues, and implement **Problem Solving** to create a plan to address tasks.

Ensure proper rest and community engagement

Use **Flexibility** to ensure you receive proper sleep to help reframe challenging situations, and leverage **Interpersonal Relationships** and **Social Responsibility** to participate in community engagements that buffer the effects of competing priorities.

Indulge in your passions

Leaders devoid of hobbies or extra-curricular activities are not well-rounded, which can prevent a holistic or alternative view of the organization. Use **Independence** and **Self-Actualization** to identify interests and ensure that you engage in these pursuits.

Leading a Multigenerational Workforce

Take a quick survey of all the people you work with on a daily basis. Chances are you interact with people representing every generation: Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps have always been present in the workplace, never have we encountered such differences in values, communication styles, and expectations of leadership mixing together on the company stage. By leveraging your EI skills, you can capitalize on the dynamic work environment created from this mix of generations, while minimizing the tension that can arise when different expectations are present.

Leverage **Empathy** and **Flexibility** in order to manage the generation gap. Here are some suggestions:

Empathy

- View your leadership style from the perspective of each generation, then from the perspective of each individual.
- Ask questions to uncover what your team members value and what motivates them.
- Value each person as unique and having individual needs, regardless of the generation they belong to.

Flexibility

- Be tolerant of different tactics/approaches for communication. Show that you are open to using different methods for communication.
- Accommodate different learning styles amongst your team, and offer them alternatives (i.e., mentoring, e-learning, hands on training).
- Keep an open mind to alternative or innovative approaches to work. Your way may not be the only way.

The table below outlines some common trends for each generation. These characteristics may help you uncover the root of different expectations and preferences amongst your team. However, use your **Interpersonal Relationships** skills to form solid bonds with those you lead and get to know them personally; generational stereotypes should never replace healthy conversations between a leader and his or her team.

This generation...	prefers communication that is....	values things like...	approaches work by...
Baby Boomers • born between 1946-1964	<ul style="list-style-type: none"> - structured and systematic, like performance reviews - face to face 	<ul style="list-style-type: none"> - expertise and experience - institutional and political knowledge - social contributions and loyalty 	<ul style="list-style-type: none"> - separating professional and personal life - building strong relationships and networks
Generation X • born between 1965-1981	<ul style="list-style-type: none"> - face to face, or email - clear, direct, and transparent as they tend to be slightly skeptical 	<ul style="list-style-type: none"> - efficiency - work/life balance - security 	<ul style="list-style-type: none"> - working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	<ul style="list-style-type: none"> - instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging 	<ul style="list-style-type: none"> - fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity 	<ul style="list-style-type: none"> - working with others, team work, socializing - doing what's meaningful and has purpose