



EQ360®

LEADERSHIP EQ 360

REPORT

Sample Client

Other Raters (6), Direct Reports (7), Peers (4), and Manager (1)

theEicoach

turn your IQ into EQ



EQ-i 2.0® Model of Emotional Intelligence

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

SELF-PERCEPTION

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

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

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

STRESS MANAGEMENT

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

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

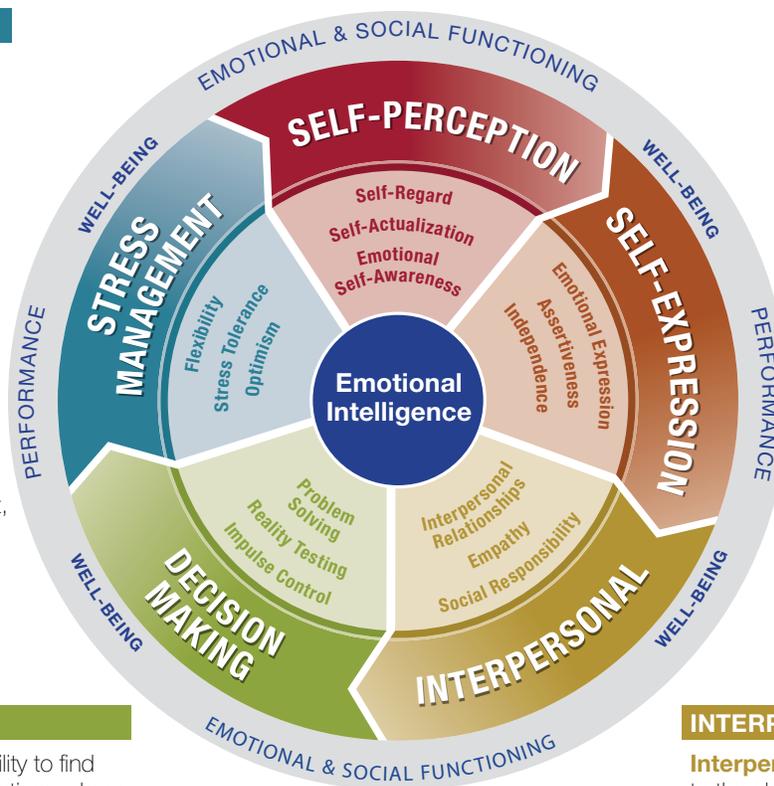
Optimism is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

SELF-EXPRESSION

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

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

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



DECISION MAKING

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

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

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

INTERPERSONAL

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

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

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

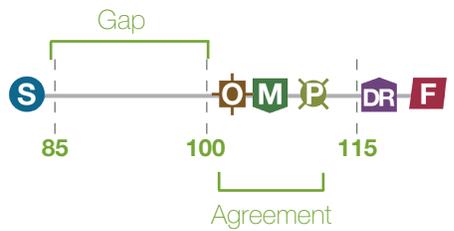
Your 360 Lens

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

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



2 Peers?
 2 Direct Reports?
 One “Other” group with 4 raters



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

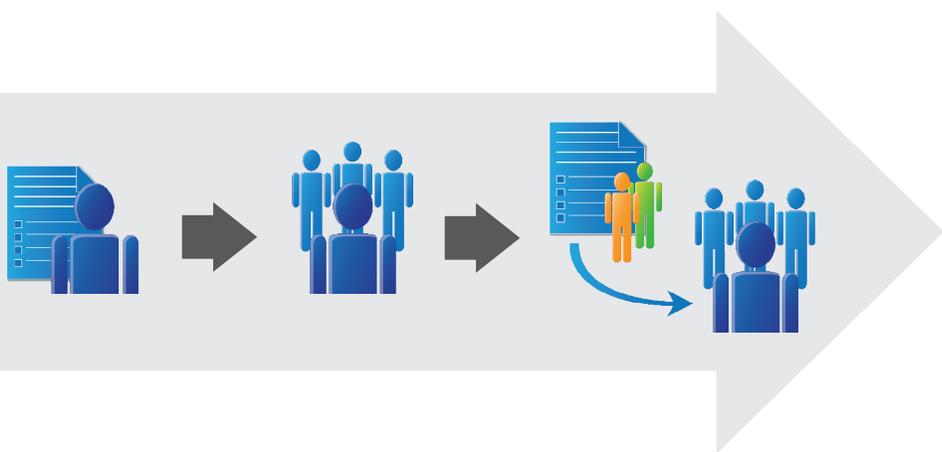
How to read this report. This report contains information gathered from both yourself (self-rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

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

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

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

You are encouraged to start by examining your self-evaluation results, and understand what these results mean in regards to your leadership abilities. When you are comfortable with your self-evaluation results, you should dive into the responses provided by others and understand how they see you as a leader.



■ Your Leadership Lens

Understanding Your Report

You will find this report has many unique features linking your own evaluation of 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. These sections examine your self-report results using 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 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 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.

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.

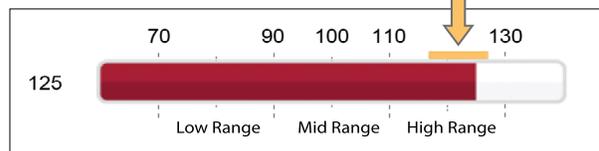
Getting the Most Out of Your Report

Keep the following tips in mind as you work through your EQ 360 Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your 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.

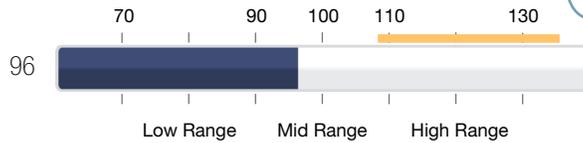
Leadership Bar

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 scores were in the top 50% of the leader sample). Using this bar you can compare your results 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.



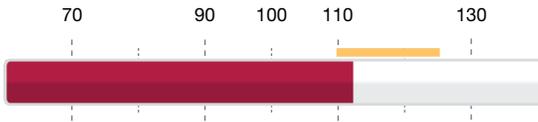
Executive Summary

Total EI



Highest 3 Subscales

Self-Actualization (112)



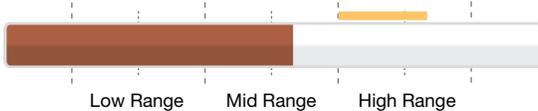
Your high need for a sense of purpose and personal achievement is likely evident in your actions and leadership approach. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

Problem Solving (105)



You have an ability to focus on a problem without being clouded by emotions. You are seen as a leader who can swiftly make decisions, although further improvement in this area could be beneficial. While your score is slightly above average, your result on this subscale falls *below* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

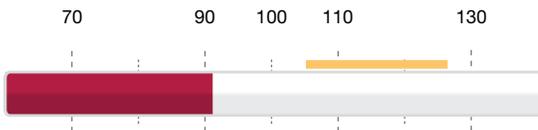
Independence (103)



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. There is a mixed level of agreement between your self-assessment and your raters' feedback.

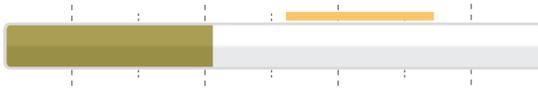
Lowest 3 Subscales

Emotional Self-Awareness (91)



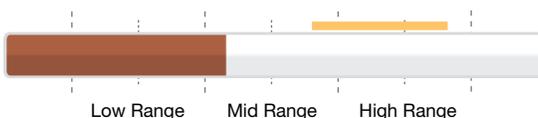
You may be a little less aware of your emotional triggers and reactions than others. This may make it difficult for you to pick up on all emotional cues. Your result on this subscale falls *below* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

Empathy (91)



You are slightly less empathic than most, making it difficult to form authentic connections with those you lead. Watch for times when you might not consider the needs of others. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

Emotional Expression (93)



You are a little less expressive than others when it comes to sharing your emotions. Becoming more expressive will allow you to be a more inspirational leader who is able to share a compelling vision. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

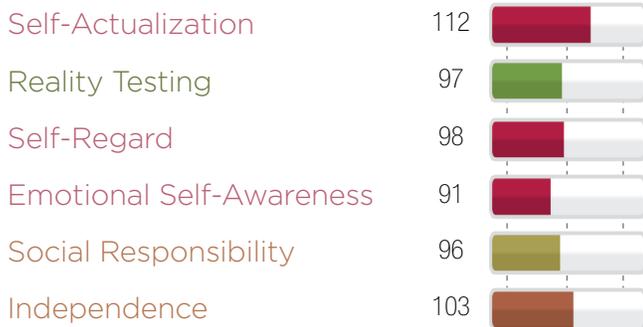
How You Responded: Leadership Potential

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 **self-report** 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 is likely to yield the greatest return in your growth as a leader.

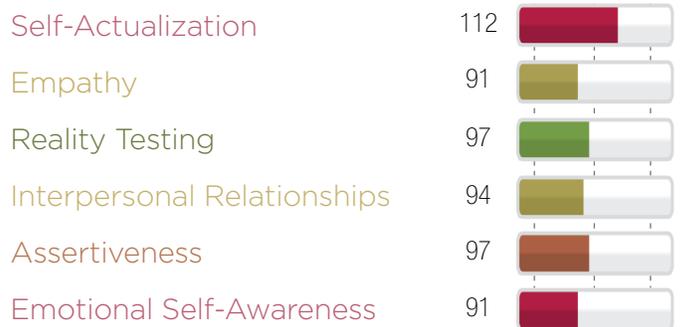
Authenticity

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



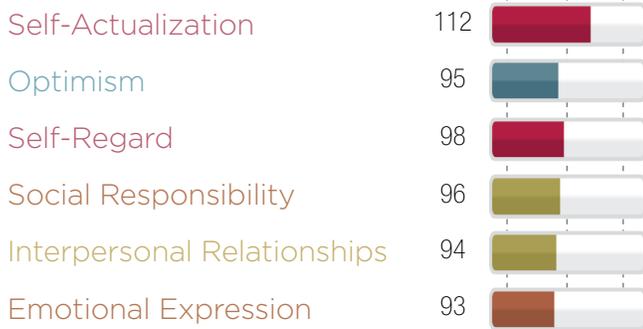
Coaching

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



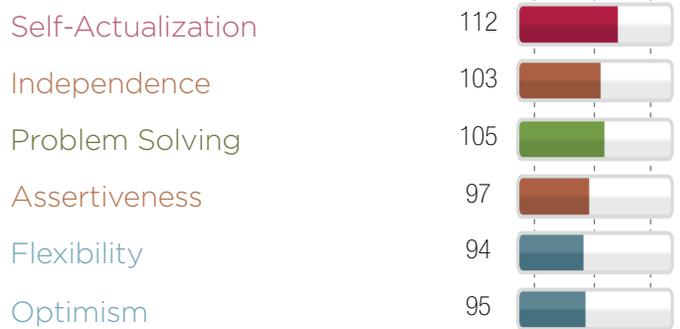
Insight

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



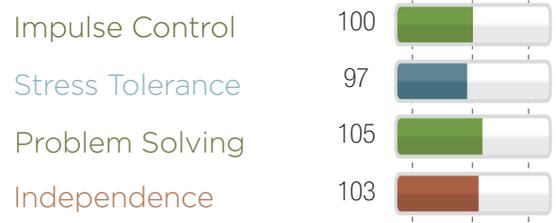
Innovation

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

Sample, you may be at a **low to moderate risk of derailment** as you received a slightly below average result in Stress Tolerance. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Because of high expectations placed on leaders, it is important to strive towards exceptional, or at least above average performance across all four subscales.

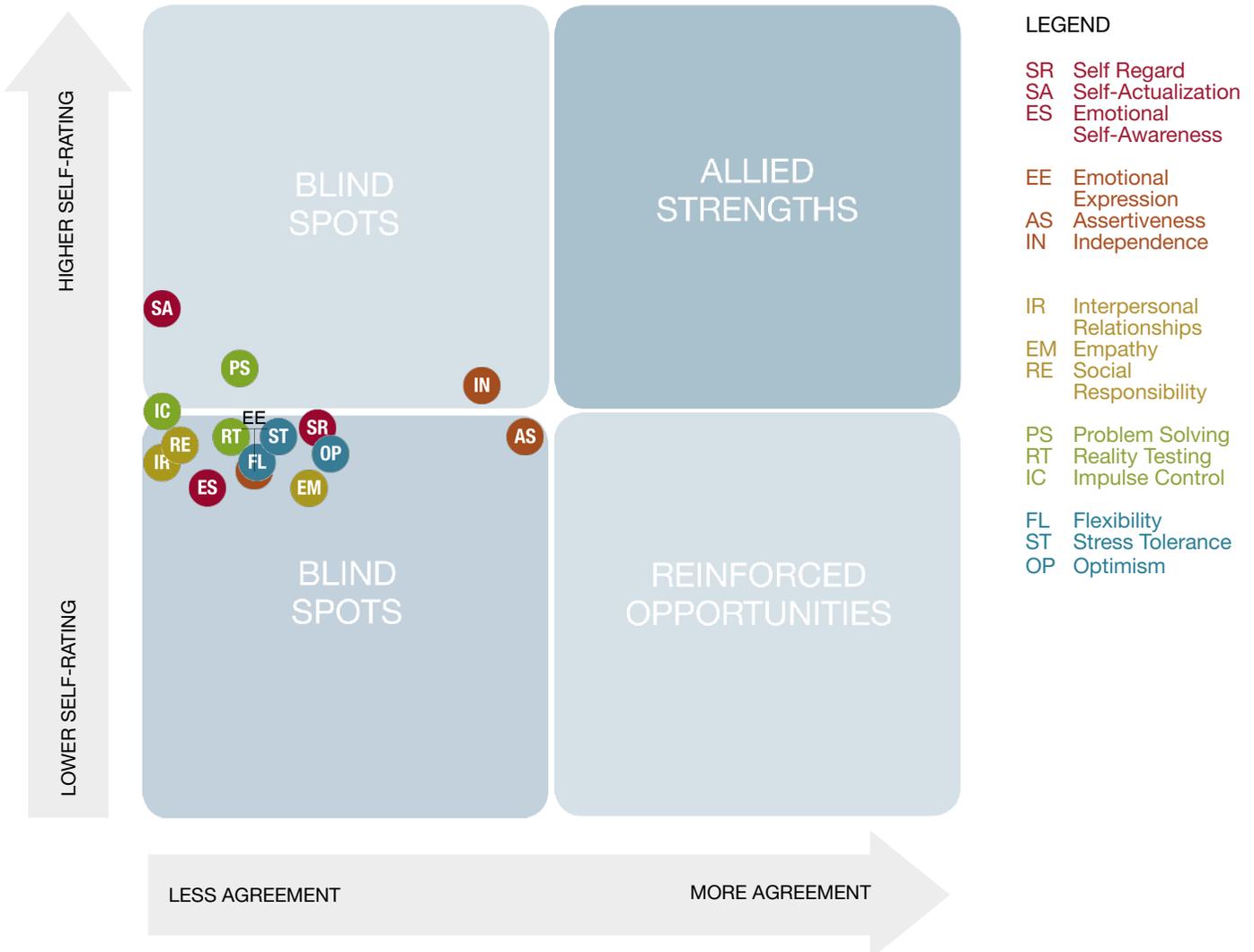


Profile Gap Analysis

Agreement between self scores and each rater score

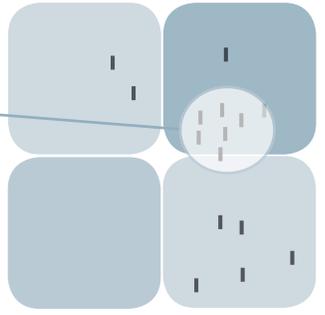
The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you. It compares your self score and the scores you received from each individual rater, across the various subscales.

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



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

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



How You and Your Raters Responded: Summary

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

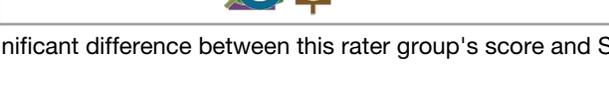
Total EI:

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

	70	90	100	110	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other 
Total EI						96	97	88	93		101

Composite Areas:

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

	70	90	100	110	130	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other 
Self-Perception						99	101	86*	95		99
Self-Expression						96	94	87	95		97
Interpersonal						92	91	85	87		98
Decision Making						101	108	97	97		103
Stress Management						94	94	92	93		101

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

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

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

Interpersonal. The Interpersonal composite includes subscales which measure your ability to develop and maintain relationships based on trust and compassion, articulate an understanding of another's perspective, and act responsibly, showing concern for others, your team or your greater community/organization.

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

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

How You and Your Raters Responded: Summary

EI Subscales	70	80	90	100	110	120	130	Self	Manager	Peer	Direct Reports	Family/Friends	Other
Number of raters								1	1	4	7		6
Self-Regard								98	98	82*	94		98
Self-Actualization								112	103	87*	99*		99*
Emotional Self-Awareness								91	102*	94	94		99
Emotional Expression								93	93	91	84		96
Assertiveness								97	96	89	103		95
Independence								103	98	89*	104		98
Interpersonal Relationships								94	88	87	83*		96
Empathy								91	87	88	91		97
Social Responsibility								96	104	83*	89		105
Problem Solving								105	118*	93*	101		101
Reality Testing								97	93	94	92		97
Impulse Control								100	123*	109	103		117*
Flexibility								94	95	98	90		101
Stress Tolerance								97	96	89	95		101
Optimism								95	94	91	95		102

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

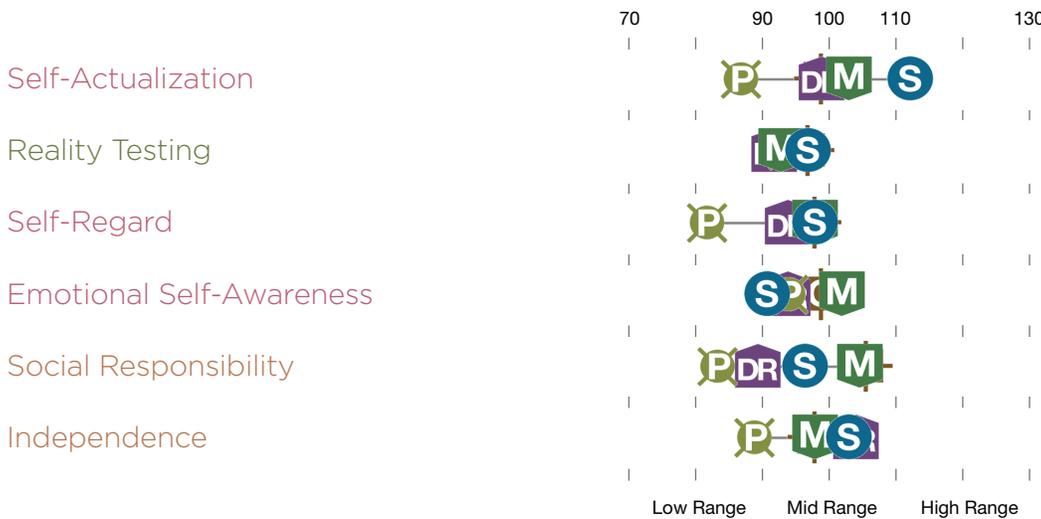
How Your Raters Responded: Leadership Potential

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This section provides you with a leadership lens through which to view how your raters responded. 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 listed. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you are rated 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 is likely to yield the greatest return in your growth as a leader.

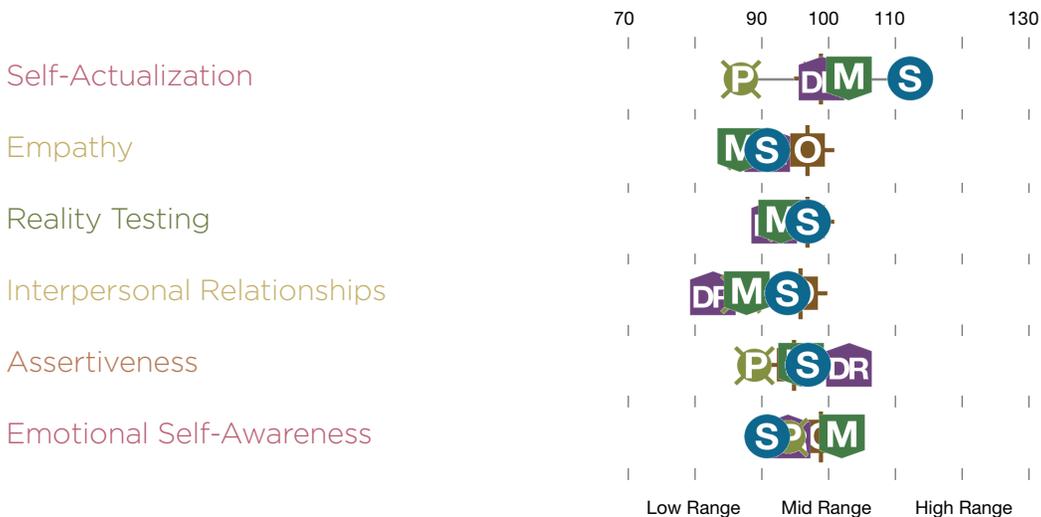
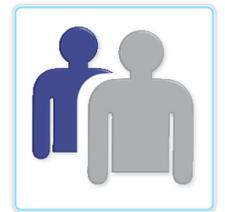
Authenticity

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



Coaching

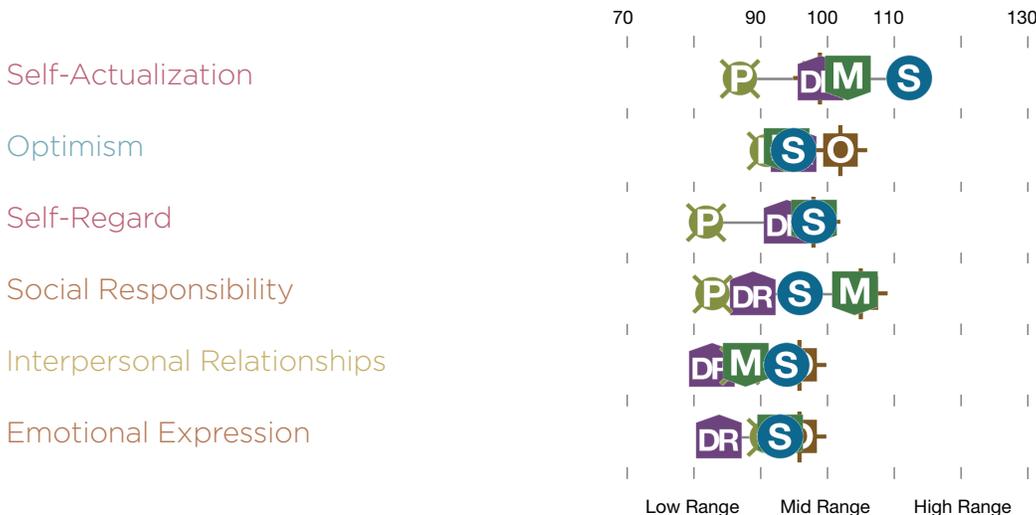
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How Your Raters Responded: Leadership Potential

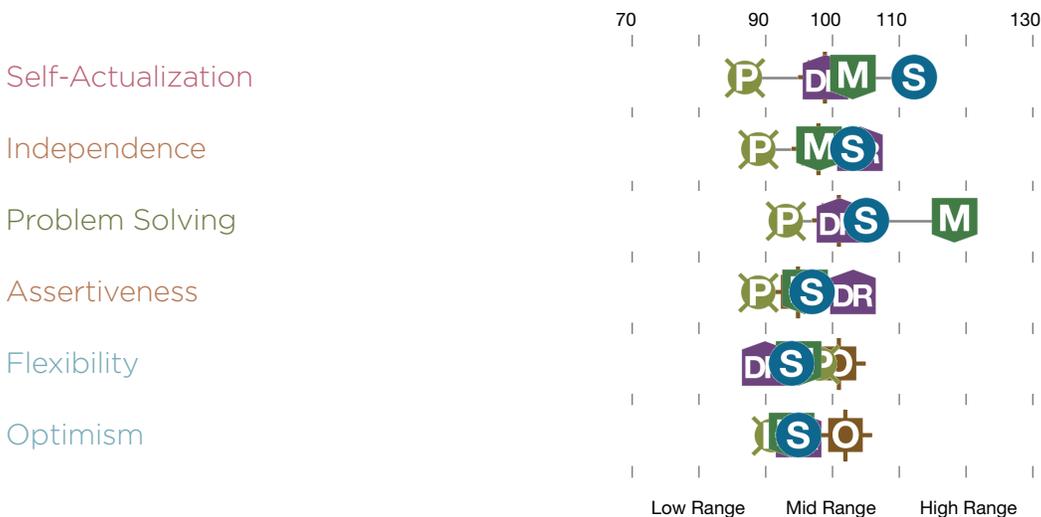
Insight

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



Innovation

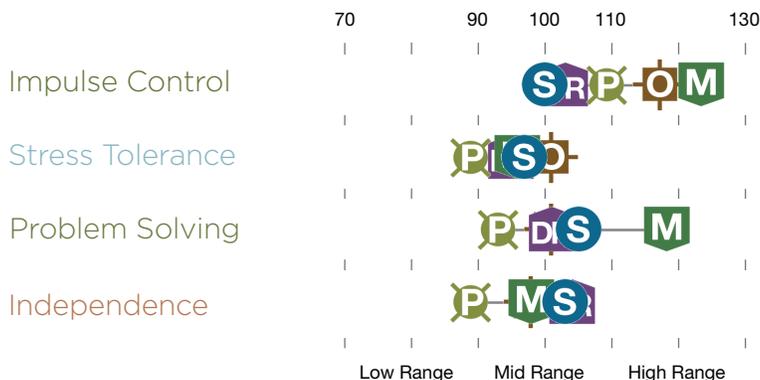
An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



Leadership Derailers

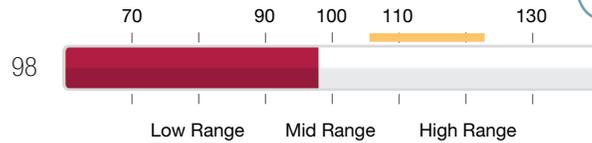
Although scoring low on any EI subscale is a potential contributor to leadership derailment, our research suggests that the four EI subscales presented to the right will have the biggest implications for leadership derailment.

This section presents how you were rated on these four subscales. Please refer to the "How You Responded: Leadership Potential" page for further details about how these scores could affect your Leadership Potential.



Self-Regard

Respecting oneself; Confidence



How You Responded:

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Sample, your result suggests that you can gain more confidence in your capabilities. Your occasional uncertainty regarding your abilities may limit you from fully leveraging your talents. You may:

- Yield a reasonable level of influence on group decisions.
- Be somewhat swayed by external influence, at times not thinking highly enough of your own opinions.
- Have a reasonable level of self-confidence, but your leadership could benefit from taking a more self-assured stance.

You scored below the leadership bar on Self-Regard and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. The leadership implications of self-regard extend further than many people realize. Your result suggests that you are reasonably driven to achieve organizational goals and, generally, show confidence that results will be achieved. You are more confident in your ability to inspire, motivate and innovate than leaders with low self-regard. Be mindful to uphold your sense of self-worth in the face of naysayers.

Organizational Implications. Your feeling of your self-worth can be perceived as confidence and may command respect and trust from your colleagues, although you need to be wary of occasional doubts regarding your abilities. If you strengthen self-regard, you usually rise to the level of your potential and apply this confidence in mentoring and coaching employees. Expectations set for yourself and your employees are met, which help fuel organizational achievement.

Strategies for Action

Image Adjustment. Make concerted efforts to fine-tune your sense of self-worth.

- Belief in your capabilities as a leader helps fuel success. Belief is heavily influenced by actions. In a situation in which you do not feel 100% confident, such as presenting to a Board, act as if you are confident. Try using confident body language, posture, and tone of voice. By putting on a brave front, the end result is a more self-assured demeanor.
- By exemplifying courage and tenacity in the face of difficult decisions, your unflinching determination will raise standards for those you lead.

Comfort with Failure. Leaders are not infallible, and mistakes are inevitably encountered in day-to-day affairs. Mistakes shouldn't be used to de-value your sense of self-worth.

- Even the most soundly researched business deals may not succeed. Attitude is key, and perseverance will help to weather the outcome. Try to analyze your mistakes by identifying the source of the issue. Encourage your team to follow suit, as the source is not always personal weakness.
- Learn from your mistakes and move on to the next opportunity. Your self-regard will remain intact.

Balancing Your EI

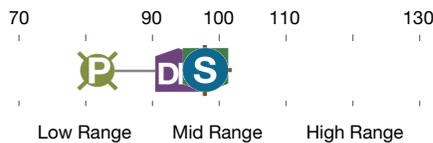
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Self-Actualization. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard (98) < Self-Actualization (112)

Your Self-Regard is lower than your Self-Actualization. These components can be aligned by evaluating self-worth in terms of concrete achievements. When appropriate, take time to recognize successes and how they reflect upon your abilities. Finally, ensure that you are considering your strengths and growth opportunities when determining which activities you should pursue.

Self-Regard

Respecting oneself; Confidence



How Your Raters Responded:

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

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

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

PEERS

How your PEERS rated you:

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

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

OTHER RATERS
MANAGER

How your OTHER RATERS AND MANAGER rated you:

Sample, the closest agreement between your Self-Regard rating and those of your rater groups is between you and your Other Raters and Manager. The common perception here is that your Self-Regard is established. There is still room to improve, as there are likely a few situations (e.g., under pressure) where you appear less sure of your capabilities. As a result, you and your Other Raters and Manager would probably agree that you could benefit from developing a greater sense of comfort and satisfaction with who you are, perhaps by taking on opportunities that leverage your strengths. *What are some other ways you could demonstrate more confidence when working with these rater groups?*

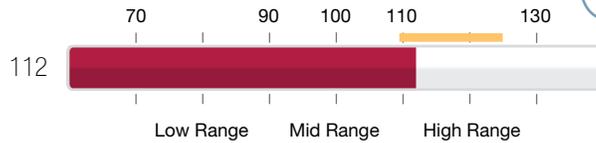
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about himself/herself when thinking about both his/her good and bad points.	4	4	3.25	3.57		3.5
Feels sure of himself/herself.	4	3	2.5	4		3.67
Does not feel good about himself/herself.	2	2	2.25	1.57		1.17
Lacks self-confidence.	2	2	2.25	1.57		1.67
Finds it hard to accept himself/herself just the way he/she is.	1	1	1	1.57		1.6
Thinks highly of himself/herself.	4	4	2.5	4		3.17
Respects self.	4	5	3.75	3.86		4.5
Is happy with who he/she is.	4	4	3.25	3.83		4.4

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

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Self-Actualization

Pursuit of meaning; Self-improvement



How You Responded:

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

Leadership Impact



Authenticity



Insight

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

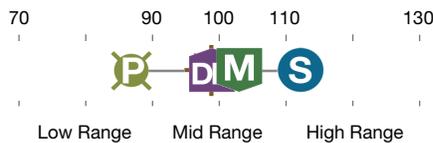
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Optimism. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization (112) ➔ Optimism (95)

Your Self-Actualization result is higher than your Optimism result. These components can be better balanced by taking the time to recognize and celebrate successes. This approach is a good way to stay focused on positive results and become more optimistic toward future endeavors.

Self-Actualization

Pursuit of meaning; Self-improvement



How Your Raters Responded:

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

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

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

PEERS

How your PEERS rated you:

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

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

MANAGER

How your MANAGER rated you:

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

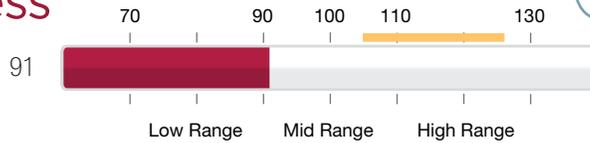
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes his/her goals.	4	4	3.5	3.86		3.67
Feels he/she has something to contribute.	5	5	4	4.14		4.33
Seeks out enriching experiences.	4	4	3	3.57		4
Is self-motivated.	5	5	4.25	4.43		4
Makes good use of his/her abilities.	4	4	3.25	3.86		3.83
Strives to be the best he/she can be.	5	4	4.25	4.29		4.5
Is driven to achieve.	5	4	3.75	4.43		4.17
Tries to make his/her life as meaningful as he/she can.	4	4	3.25	4.14		4.4
Looks for ways to improve himself/herself.	5	5	3.25	4.14		4

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

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Emotional Self-Awareness

Understanding own emotions



How You Responded:

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. Sample, your result indicates that you are slightly less in touch with your emotions than most, and that you may have moments when managing emotions proves challenging for you. However, you do have a foundation of self-awareness, and small improvements here could make large improvements in your path towards leadership development. It is likely that you:

- Understand what triggers your emotions and how performance is impacted.
- Have the ability to channel your emotions into constructive action.
- Still have a few emotions that make you uneasy or are difficult for you to fully comprehend.

You scored below the leadership bar on Emotional Self-Awareness and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Insight

Leadership Implications. You are usually aware of your emotional triggers and reactions. For instance, knowing that competing priorities lead to stress and anxiety, you can help direct efforts to delegate work and secure additional resources. You have a realistic appraisal of your emotional reactions that helps you to monitor your emotional states; however, some emotions may remain undetected and "under the radar."

Organizational Implications. You are generally attuned to your emotions, and this likely helps you handle most challenges in the organization. You can usually admit to mistakes without being unduly swayed by your emotions. This comfort discussing your emotions allows you to lead with authenticity and a candid approach that helps you gain credibility and buy-in with employees. You are generally able to manage tense and perhaps overwhelming situations, although there is room to improve on how you use and recognize the full spectrum of emotions.

Strategies for Action

Act the Way You Want to Feel. Acting or forcing yourself to embrace emotions can fool your body into experiencing emotions that run counter to your prevailing mood.

- By being aware of your emotions, you have the power to change your emotional reactions to situations. For instance, in a situation of intense pressure, force yourself to smile, or relax your posture and roll your shoulders. You will be surprised by the change in your emotional reaction.
- Choose three emotions (e.g., fear, anger, elation) and write down five techniques that you can subtly use to change your emotional reaction. The more strategies you have at your disposal, the more emotionally agile you will become.

Ask for Feedback. Solicit feedback from colleagues you trust and who know you well.

- These trusted associates can provide candid information about how your emotions impact them. Rather than navigating the office with an "emotional blindfold," this knowledge will empower you to alter your emotions, allowing you to achieve the desired effect and help you to manage your mood more effectively.

Balancing Your EI

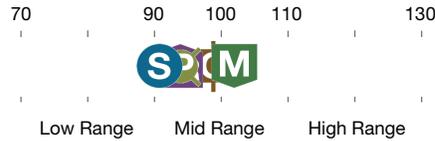
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning.

Emotional Self-Awareness (91) ↔ Reality Testing (97), Emotional Expression (93), and Stress Tolerance (97)

Your Emotional Self-Awareness 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 Emotional Self-Awareness with other subscales may lead to further EI development and enhanced emotional and social functioning.

Emotional Self-Awareness

Understanding own emotions



How Your Raters Responded:

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

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

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

MANAGER

How your **MANAGER** rated you:

You are perceived by your Manager to be more emotionally self-aware than you see yourself. This prominent difference in perspective means that you present or display a stronger sense of awareness to your Manager, but feel less clear of yourself or perhaps more perplexed by your emotions than you let on. You may not pay attention to your feelings as much as this rater group thinks you do and therefore you run the risk of your emotions being misinterpreted by others, or of your emotions being displayed without the appropriate amount of self-scrutiny. *Why do you think this rater group feels you are more in touch with your emotions than you believe yourself to be? On what observations do you think they are making this rating?*

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

**DIRECT REPORTS
PEERS**

How your **DIRECT REPORTS AND PEERS** rated you:

You agree with your Direct Reports and Peers that you pay attention to, and understand your emotions in most situations. You may be in tune with some emotional triggers and resulting physiological sensations, but perhaps there are emotions you are better at identifying where others slip by unrecognized. Ensure that you demonstrate your emotional understanding in a way that is appropriate given the nature of your relationship with different people, which can improve your ability to communicate and interact more effectively. *How can you ensure you are demonstrating your Emotional Self-Awareness consistently across rater groups? What are the benefits of agreement with your Direct Reports and Peers when assessing your Emotional Self-Awareness?*

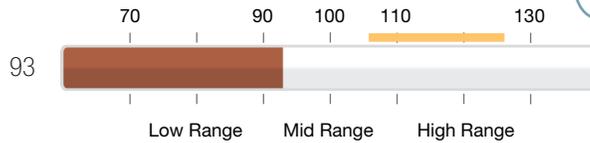
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Pays attention to how he/she is feeling.	3	4	3.5	3.14		3.5
Is aware of the impact of his/her mood on others.	3	3	2.75	3		3.67
Knows what triggers his/her emotions.	4	4	3.25	3.43		3.6
Is aware of how he/she feels.	4	4	4	3.86		3.6
Recognizes when he/she is upset.	4	4	4	3.43		3.67
Understands how the emotions of others affect him/her.	4	3	2.5	2.57		3.4
Knows which emotions affect his/her performance.	3	4	3.25	3.5		3.83

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

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Emotional Expression

Constructive expression of emotions



How You Responded:

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. Emotionally charged messages can also be used to engage and inspire others. Sample, your result indicates that you bring your true feelings to the surface a little less often than most. You may only express certain emotions, while others elude you. Sharing your emotions with your team helps to build a culture of open communication and makes you a more personable leader. Consider the following, which may be characteristic of you:

- You are generally comfortable expressing certain emotions, although there are likely times when finding the right words or expressions may elude you.
- You have a basis for emotional expression, but could benefit from further exploring ways to use your emotions to engage those you lead.
- You may assume your team knows how you feel, so you appear guarded, and do not always put your emotions on display.

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

Leadership Impact



Authenticity



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

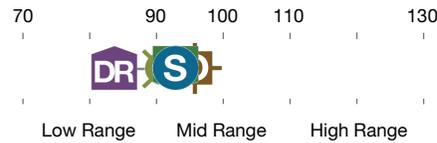
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

Emotional Expression (93)  Interpersonal Relationships (94), Assertiveness (97), and Empathy (91)

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

Emotional Expression

Constructive expression of emotions



How Your Raters Responded:

Sample, your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

You agree with all your rater groups that you could benefit from being more expressive. There may be situations in which you hide your true emotions, or perhaps there are certain emotions that you find uncomfortable to share, no matter what the situation. Consider the implications of your level of emotional expression on your relationships; if you struggle to find the right words to describe your feelings you may have difficulty inspiring others or getting the support and resources you need to be successful. Also, consider whether your level of expression is appropriate across rater groups and situations; context matters, as full emotional disclosure is not always effective. *Why do you think your ratings on Emotional Expression are similar between you and these raters? In what ways do you express emotions such as frustration, happiness, disappointment, surprise? Are you equally comfortable expressing all emotions?*

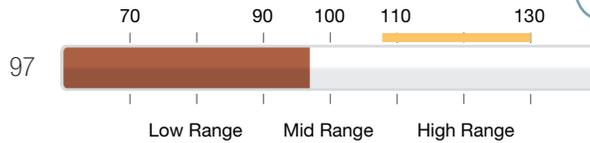
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share his/her feelings with others.	4	2	2	3.14		2.33
Finds it easy to express his/her feelings.	2	3	2.75	2.86		2.83
Finds it hard to express his/her intimate feelings.	3	2	2	3		2.2
When sad, talks to people about it.	2	2	2	1.29		1.8
Finds it difficult to show people how he/she feels about them.	1	2	2.5	2.57		2.6
Finds it difficult to show affection.	1	3	3.25	2.17		1.6
Finds it hard to describe his/her feelings.	2	3	2	2.83		1.6
Finds it hard to smile.	2	2	2.5	2		2

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

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Assertiveness

Communicating feelings, beliefs; Non-offensive



How You Responded:

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 words at the right time to express your feelings and thoughts. Sample, your results indicate that you generally operate near the midpoint, articulating your emotions and needs to your team while respecting individual relationships you have with others. The following characteristics may apply to you:

- Generally speaking, you can be firm and direct with decision-making, although you and your team could benefit from you taking an even more assertive stance.
- You tend to be a supportive leader, but at times at the expense of expressing your thoughts.
- You bear in mind the team's feelings and consider them when voicing your opinion or thoughts.
- You either back down or become slightly withdrawn in times of mounting pressure.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. Your level of assertiveness suggests that you generally defend your points of view and thoughts. For the most part, you show your team where you stand on a decision; however, there may still be some instances where your team will appreciate more assertiveness from you. By showing more conviction, you will also help to inspire your team and gain their buy-in for goal achievement and processes. A large part of leadership is championing for your team's work and well-being. Your moderate level of assertiveness could at times hold you back from clearing obstacles and winning resources for your team.

Organizational Implications. Your results suggest that you usually communicate your thoughts and decisions in a way that empowers your team to act. You likely have many great ideas that are generally shared and contribute to the direction of your organization. However, because there is room to improve, determine instances where you choose to be more passive than you wish to be and identify why this is the case.

Strategies for Action

Making Decisions. As a leader, it is important to be decisive and consistent. While you will always need to draw on problem solving skills, times of lower assertiveness can lead you to avoid tough decisions, even when you know the right answer.

- Take a problem or issue you have avoided and dissect it down to its finest points. What specifically have you been avoiding?
- Ask a trusted colleague or mentor for their appraisal of the situation; is what you have been avoiding as bad as you thought it was?

Assertive Body Language. Most leaders would agree that nonverbal communication is just as important as verbal communication. Aligning your nonverbal cues with the verbal message will help make your delivery more effective.

- Your posture can help create the environment and setting (e.g., standing straight creates a positive impression; open arms can help create the environment for open conversations).
- Maintain eye contact to extend a positive impression.
- Use your tone of voice to help you get the job done (e.g., a consistent tone and pauses can express control).
- Be extra conscious that the above three non-verbal cues do not skew the message you are trying to put forth, especially if you are low in Emotional Expression and Emotional Self-Awareness.

Balancing Your EI

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

Assertiveness (97) ↔ Interpersonal Relationships (94), Emotional Self-Awareness (91), and Empathy (91)

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

Assertiveness

Communicating feelings, beliefs; Non-offensive



How Your Raters Responded:

Sample, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

You and your raters agree that you are generally assertive, articulating your needs while being respectfully. You all would likely agree that strengthening your assertiveness would be of benefit. Reflect on those situations and individuals with whom you find yourself taking a more passive approach. What is it about these circumstances that tempers your intention to be assertive? Does the context require a passive position, or are you missing out on an opportunity to show conviction and perhaps be more effective in your role? *What situations require you to be more assertive than you currently are? Can you leverage other EI strengths (e.g., Self-Regard) to build enough courage to stand up for yourself and your ideas?*

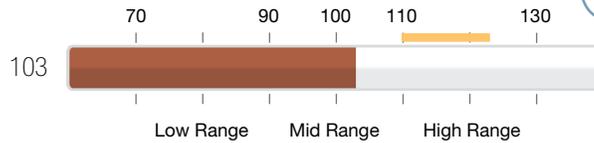
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when he/she knows he/she is right.	3	3	2.25	1.57		2
Says "no" when he/she needs to.	4	4	3.25	4.14		3.67
Is assertive without being offensive.	4	3	2.75	3.43		3.67
Says so when he/she disagrees with someone.	3	4	3.75	4.29		3.5
Is firm and direct when necessary.	4	4	4.25	4		3.83
Stands up for what he/she believes in.	4	4	3.25	4.57		4
Tells people what he/she thinks.	4	4	3.25	3.29		3.17

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

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■ Independence

Self-directed; Free from emotional dependency



■ How You Responded:

Sample, 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



Insight

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

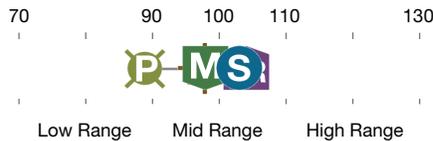
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Independence (103) ➔ Emotional Self-Awareness (91)

Your Independence is higher than your Emotional Self-Awareness. When these components of EI are in balance, you seek feedback from others on your emotions without being overly dependant on that feedback. There are times when it is a good idea to seek a "sounding board," gaining a second opinion on the way you are feeling can enhance your effectiveness.

Independence

Self-directed; Free from emotional dependency



How Your Raters Responded:

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

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

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

PEERS

How your PEERS rated you:

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

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

Sample, you and your Direct Reports agree that you usually feel confident taking initiative and working independently. You and your Direct Reports are likely aware of instances when your independence wavers and you turn to others for reassurance and guidance. It is crucial to maintain productive relationships by including others in your decisions; however, you may want to reflect on which decisions make you feel less confident in your solution. *Why do you think your raters do not all agree with your self-rating of Independence? Do you rely more on certain rater groups than others?*

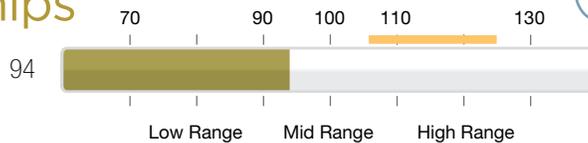
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions on his/her own.	2	2	2.75	1.43		1.67
Clings to others.	1	1	1	1.57		1.33
Is easily influenced by others.	2	3	3	2.43		2.17
Prefers a job in which he/she is told what to do.	1	2	2.5	1.43		2.5
Finds it hard to do things on his/her own.	2	1	2.5	1.14		1.67
Needs reassurance from others.	2	3	1.75	2		2.33
Needs other people more than they need him/her.	2	1	1.75	1.86		1.67
Is more of a follower than a leader.	2	2	2.75	1.43		2.17

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

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Interpersonal Relationships

Mutually satisfying relationships



How You Responded:

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. Sample, 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



Authenticity



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 Self-Actualization. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Interpersonal Relationships (94) < Self-Actualization (112)

Your Interpersonal Relationships result is lower than your Self-Actualization result. When these components are balanced, you invest time and effort into pursuing your own personal goals, while at the same time fostering meaningful relationships with others. Developing your interpersonal relationships has many benefits. In fact, significant people in your life often play an integral role in helping you reach goals that you may not have been able to achieve on your own.

Interpersonal Relationships

Mutually satisfying relationships



How Your Raters Responded:

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

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

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

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

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

OTHER RATERS

How your OTHER RATERS rated you:

You and your Other Raters agree that you easily socialize, open up to, and connect with people. The consistency between your ratings and the ratings of your Other Raters suggests that you both have similar expectations for how your relationship should be maintained; if there are unmet expectations, it is likely that you are all experiencing them to a similar degree. Sample, there is still room for improvement. Stronger relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. *How can stronger relationships help you to be more successful in your job? What are some small steps you can take to build these stronger relationships and work together towards achieving mutual goals?*

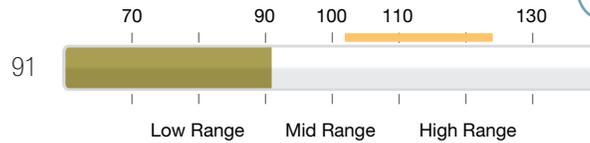
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily.	4	3	2.75	2.57		3.83
Enjoys talking with people.	3	4	3.25	3.43		3.83
Is easy to approach.	5	4	3.75	3.43		4.33
Is easy to confide in.	4	3	3.75	2.86		3.67
Is fun to be with.	4	4	3.25	3.14		3.83
Is a team player.	4	4	4	3.86		4
Is sociable.	3	3	3.75	3.29		3.67
Has good relationships with others.	4	3	3	3.43		3.83

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

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Empathy

Understanding, appreciating how others feel



How You Responded:

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. Sample, your result indicates that you are slightly less empathic than most people, although you are probably able to grasp what another person is feeling, even if it is much different from what you feel. Displaying more empathy as a leader will help you with coaching and developing your team, as well as helping you weather difficult conversations. With a result such as yours, you may find:

- You are "tuned in" to how others are feeling, but could benefit from showing this even more.
- You usually care about the thoughts and feelings of your team.
- You are not always seen as a "people-oriented" leader, possibly making decisions without considering the needs of your team.

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

Leadership Impact



Authenticity



Insight

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

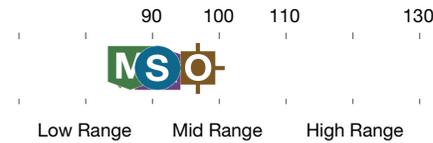
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. Achieving balance between these subscales can enhance emotional functioning.

Empathy (91)  Emotional Self-Awareness (91), Reality Testing (97), and Emotional Expression (93)

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

Empathy

Understanding, appreciating how others feel



How Your Raters Responded:

Sample, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

You agree with your rater groups that you are sometimes appreciative, understanding and compassionate of others' feelings. The consistency between how you and others see your empathy suggests that your actions are genuine and that you can understand another's perspective regardless of who (e.g., manager, direct reports) you are dealing with. However, there still may be certain situations where you are less empathic. Try leveraging the empathy strengths you do have and apply them to situations where you may not show as much empathy as you could. *How would your raters describe the way you show empathy? Are there clear instances where you show less or more empathy?*

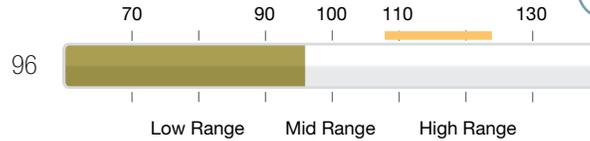
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Is aware of how others feel.	3	2	3	3		3.5
Is empathic.	4	4	3.5	3.57		3.67
Is good at understanding the way other people feel.	3	2	2.5	2.86		3.33
Avoids hurting the feelings of others.	4	3	3.25	3.71		4.17
Is in touch with other people's emotions.	3	2	2.5	2.57		3.17
Relates to the emotions of others.	4	3	3.5	3.29		3.5
Respects the way others feel.	4	4	3.25	3.57		4
Is sensitive to the feelings of others.	4	3	2.75	3.29		3.5
Cares about other people's feelings.	4	4	3.25	3.57		3.67

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

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Social Responsibility

Social consciousness; Helpful



How You Responded:

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. Sample, your result suggests that while you have a foundation for being a socially responsible leader, you could benefit from finding ways to coach and inspire others more often than you do. You will benefit from recognizing the needs of other teams and your organization as a whole. Based on your result, you:

- Can be socially conscious and are generally concerned with others' well-being.
- May need to better balance your needs as an individual with the needs of others and the greater good.
- May not be compelled or motivated to help with societal and organizational issues.
- Can take more responsibility by focusing on winning support and resources to achieve team goals and become more of a champion for your team.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. Your result suggests that you balance your focus between yourself and those in your organization/community. You are likely seen as an ethical leader, who regularly places your team's goals ahead of your own personal agenda. That being said, under times of stress or competing pressures, you may not draw on social responsibility as much as you could, putting less effort into achieving goals for the greater good.

Organizational Implications. You tend to be regarded as a key contributor in achieving organizational and community goals, working with and not against others to get the job done. At the same time, you lead everyone to achieve common goals and make a difference in society (e.g., recycle, volunteer). You likely promote employee engagement, morale, mentoring, and other development practices that help build talent in the organization, but it would benefit you to make these practices even more of a priority.

Strategies for Action

Start Coaching. Being a successful leader means consistently helping your team members improve. This increases overall team potential allowing you to guide your team to new heights and innovative outcomes.

- List your team members and the support that you currently provide for each of them.
- Then list how you can further help your team (e.g., increase your budget for further training, provide opportunity to incorporate a new method).
- What are some ways you could guide the team as a whole (e.g., team building activities)? Even if such activities take time and resources away from immediate activities, the net result will be improved collaboration and increased overall efficiency.

A Culture of Cooperation. A team that works in collaboration works like a well-oiled machine. What have you done recently to promote cooperation within your team?

- Conducting meetings to update the team will help them understand each others' needs and promote an environment of information sharing.
- Ask your team what other teams in your organization may need from your team (e.g., warehouse team might need product information).
- Look for ways to incorporate community support activities into your team/organization (e.g., working with a charitable organization for your next team-building event).

Balancing Your EI

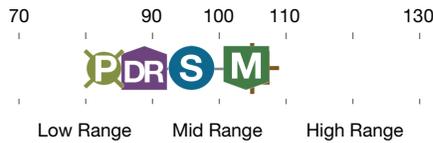
This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Self-Actualization. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Social Responsibility (96) < Self-Actualization (112)

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

Social Responsibility

Social consciousness; Helpful



How Your Raters Responded:

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

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

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

PEERS

How your PEERS rated you:

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

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

You and your Direct Reports might describe you as someone who sometimes puts one's own needs ahead of helping others. Sample, you would probably agree with your Direct Reports that there is opportunity to improve, as not everyone views your social responsibility in the same way that you do. The benefits of helping others extend much further than most people realize. For instance, increased happiness, more confidence in your ability to manage change, and better relationships are just a few examples of the positive effects of caring for others. *How do you demonstrate a concern for the welfare of others at work? In your community? On a global level? What are some ways you can make a greater contribution to society?*

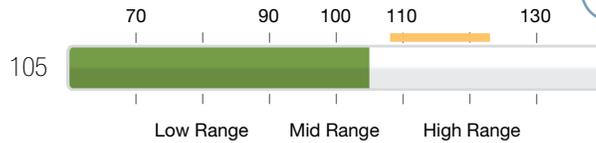
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Acts in an environmentally friendly way.	4	5	4.5	3.86		4.5
Tries to make a difference in society.	4	4	3.25	2.71		3.83
Likes helping others.	5	4	3	3.57		4.33
Is a contributing member of the groups to which he/she belongs.	4	4	2.75	3.86		3.83
Contributes to his/her community.	3	4	2.75	3.17		4
Cares about social issues.	3	4	2.5	3		4.4

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

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Problem Solving

Find solutions when emotions are involved



How You Responded:

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. Sample, this is an area where you fall just above average, using your emotions effectively to focus on the problem at hand. Leaders who score in this range usually tackle problems head-on, although they could still use some improvement to become more decisive. You:

- Take in enough information to arrive at informed conclusions, but not so many details that you are overwhelmed.
- Evoke a sense of certainty and confidence from your team around the decisions you make.
- May benefit from exploring different methods and using different emotions when working through problems.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. While a majority of the time you tackle decisions head-on, there are clear instances when you tend to avoid making a decision or allow your decisions to be clouded by emotion. As a leader, it is important to be consistently decisive whether dealing with interpersonal conflict or performance management issues. Decisions should not be avoided due to their uncomfortable nature, as your team will find it difficult to rely on you for resolutions.

Organizational Implications. The foundation is there for you to find solutions when emotions are running high, and for the most part, you try to promote decisiveness and execution in your team and organization. There may be instances where you are not as responsive to problems as the organization would expect, and therefore improvements made here could help drive overall organizational agility.

Strategies for Action

Take a Wider View. Did you know that positive emotions have been shown to expand the scope of your attention and thinking? They literally widen your view, both visually and mentally.

- When you find yourself avoiding a problem or solving it using a conventional (but not necessarily effective) strategy, try putting yourself in a happier mindset.
- Read a congratulatory email, talk with a good friend in the office, or temporarily work on something you really enjoy. Then head back to your problem, and begin the brainstorming process of generating solutions.

Find the Right Path. When you find yourself worrying about a problem rather than fixing it, build a map for yourself and your team to reach your destination.

- Think of a problem that you have been mulling over for some time. Paint a picture for yourself and your team on what success would look like. Don't worry if you don't know how you will get there.
- Determine where you are now on the road to solving the problem. What is your current state? Brainstorm some paths that will help you reach the destination, and also the paths that are likely to derail you. This transparent process will help you tackle problems quickly and in a manner that gains credibility with your team.

Balancing Your EI

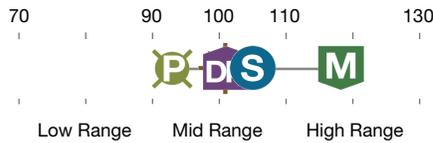
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving (105) > Emotional Self-Awareness (91)

Your Problem Solving is higher than your Emotional Self-Awareness. These components are balanced when proper consideration is given to your emotions when implementing a course of action. Some solutions may seem effective but don't feel right on an emotional level. Understanding the roles different emotions play in the decision making process will be of benefit in the long run.

Problem Solving

Find solutions when emotions are involved



How Your Raters Responded:

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

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

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

MANAGER

How your **MANAGER** rated you:

Rating yourself lower than your Manager suggests that from the perspective of this rater group, you appear to be managing your emotions when problem solving better than you feel you are. Even if emotions seem to derail our internal analysis of a problem, to others, such as your Manager, the end result can seem effective. Pay attention to how you are feeling at the different stages of solving a problem and determine whether these feelings are helping or hindering your resolution of that problem. *Why do you think this rater group sees stronger problem solving in you than you do? In your experience, what emotions have helped or hindered your ability to come to an effective resolution? How visible would this be to your Manager?*

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

**OTHER RATERS
DIRECT REPORTS**

How your **OTHER RATERS AND DIRECT REPORTS** rated you:

You and your Other Raters and Direct Reports agree that you usually manage and even leverage the right emotions when faced with a problem to solve. Sample, you have room to strengthen your problem solving skills. Determine whether your problem solving process looks different depending on the situation, the emotions and the people involved. Watch for inconsistencies in how your rater groups view your problem-solving capabilities, or you may find yourself in situations where you are overlooked, or relied upon too much, in your team's problem solving process. *Can you think of any situations where your emotions derailed your problem solving process? Which emotions help you to focus on the problem at hand? Is there a way to sustain these emotions?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when he/she is really upset.	2	1	1.75	1.57		1.5
Tends to worry about a problem rather than try to solve it.	2	1	1.75	1.71		2.17
Avoids dealing with problems.	2	1	1.5	1.71		1.33
Finds it hard to decide on the best solution when solving a problem.	2	2	2.75	1.86		2
Gets stuck when thinking about different ways of solving problems.	2	1	3	2.29		2.17
Gets overwhelmed when he/she needs to make a decision.	1	1	2.75	2		2.17
Gets frustrated and gives up when he/she has trouble solving a problem.	1	1	1.25	1.43		1.5
Lets his/her emotions get in the way when making decisions.	1	1	1.75	1.57		1.33

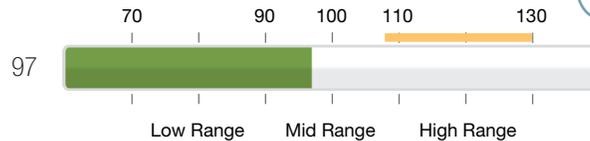
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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Reality Testing

Objective; See things as they really are



How You Responded:

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. Sample, your result on this subscale may mean that at times you lose your objectivity in favor of seeing things the way you wish them to be. Falling just below the midpoint means you may be connected with what is happening around you. However, if your decisions and interactions at times seem unrealistic, your team may question them. Your result suggests:

- You have a moderate sense of what is happening around you, but could benefit from being even more tuned in to your team and the organizational landscape.
- You may habitually deal with everyone in the same way, not always adjusting your approach to individual needs.
- You may set goals for yourself and others that are unrealistic, and you can benefit from creating goals that are based on data and reasonable expectations.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. You are likely conveying an appropriate level of objectivity which helps your direct reports see you as a fair, accurate and in-touch leader. Your leadership is likely even-keeled, particularly if you are high on impulse control as well. However, there may be times, particularly when under stress, when you allow your emotions and personal biases to cloud your objectivity.

Organizational Implications. Your midrange result suggests that you understand that giant possibilities are inspiring, but matching possibilities with capabilities will create the buy-in you need. Your goals are usually seen as realistic although more effort here could ensure that others, particularly those in other teams, can trust that your decisions are rooted in evidence. Leaders who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements.

Strategies for Action

Fearing the Worst, or Sugarcoating Reality? Under times of stress, you may rely less on your reality testing skills and fall victim to fearing the worst-case scenario or sugarcoating reality. Which of these two extremes best describes you when you are not seeing things realistically?

- If you worry about catastrophes, remember that sometimes the best actions involve risks. Don't be stymied by worst-case scenarios that may never occur. Is there evidence that there is real danger? Try running your catastrophe hypothesis by a third party to see if it has any truth.
- If you tend to sugarcoat reality, try playing the role of "devil's advocate", and find data to more accurately describe the current situation. Also, watch others' reactions to your positivity; if there is hesitation in their voice or body language, they likely see your positive outlook as unrealistic.

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 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

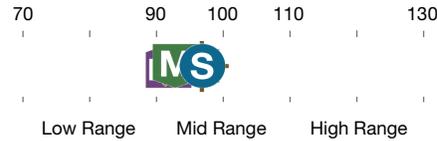
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. Achieving balance between these subscales can enhance emotional functioning.

Reality Testing (97)  Emotional Self-Awareness (91), Self-Regard (98), and Problem Solving (105)

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

Reality Testing

Objective; See things as they really are



How Your Raters Responded:

Sample, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

The agreement between you and your raters suggests that you may be less objective or not as tuned in to the current situation as you could be. Consider the plans and goals you set for yourself and others. How do you know they are realistic? What about your reaction to an upsetting problem? How can you tell whether you over- or under-reacted? Leverage the consistent experience of your objectivity and work on applying your reality testing skills to even more situations. *How can you check in with your raters to ensure that the goals you set are realistic? In what situations do you feel you might be less connected to what is happening around you?*

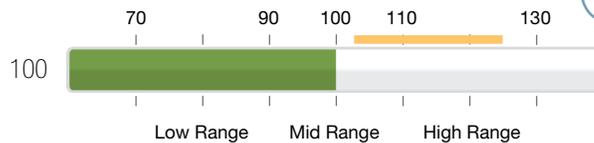
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are.	4	3	3.25	3.29		3.83
Makes realistic plans to achieve his/her goals.	4	4	4	3.86		4
Recognizes his/her own biases.	3	3	2.75	2.71		3.33
Has a good sense of his/her strengths and weaknesses.	4	3	3.25	3.86		3.5
Knows when he/she needs to be more objective.	4	3	3.75	3.14		3.33
Knows when his/her emotions affect his/her objectivity.	4	4	3.75	3.43		3.33
Even when upset, is aware of what's happening to himself/herself.	4	4	3.75	3.43		4
Has a good sense of what is going on around him/her.	4	3	3	3.29		3.67

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

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

■ Impulse Control

Resist or delay impulse to act



■ How You Responded:

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Sample, your result is indicative of a leader who is more composed and restrained than impulsive. You are likely seen as a steadfast leader whose methodical approach to decision making steers you clear of rash conclusions and impatient behavior. You could still improve in this area, by determining the types of situations in which you are more impulsive than you wish to be. Your result may indicate:

- That you have control over your behavior, rarely falling victim to impulses or temptations.
- You have a very deliberate leadership approach, taking the time to weigh pros and cons before you act.
- You show patience when working with your team, and this likely helps you coach and mentor your colleagues to attain higher performance.

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

■ Leadership Impact



Authenticity



Insight

Leadership Implications. Leadership requires flexibility, but it is an astute focus and deliberate planning that result in corporate buy-in. You are likely respected for your ability to stay the course and think before you act. There is still room to improve your impulsivity, particularly in times of stress or extreme temptation. In which situations is it hard for you to resist your impulses to act?

Organizational Implications. Your capacity to think first rather than respond reflexively likely contributes to a visible planning process across the organization. You prefer to weigh different options and proceed only after the pros and cons of each option have been evaluated. This approach allows employees to see how their efforts contribute to broader company strategies, and have faith that due diligence has been undertaken when strategies must change. Although you have good impulse control the majority of the time, there is room to improve by being consistently vigilant of when you are more impulsive than you wish to be.

■ Strategies for Action

Impulse Inventory. As a leader, your impulse control is always on stage for others to see; if there are moments when you appear frustrated or impatient, this will impact how your team views your composure.

- Conduct an inventory of what makes you impatient or impulsive. Think of the last couple of weeks of work—what reactions or conversations did you have that you wish you could take back?
- Write a list of what triggered these more regrettable moments (e.g., stress, caught off guard, difficult personalities). Knowing specific triggers will help you plan to avoid them or practice your emotional response before they happen.

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 to 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 for others' feedback on your plan.

■ Balancing Your EI

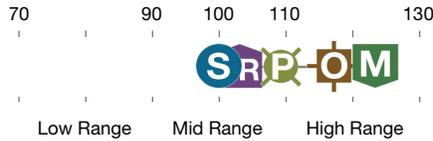
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning.

Impulse Control (100)  Flexibility (94), Stress Tolerance (97), and Assertiveness (97)

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

Impulse Control

Resist or delay impulse to act



How Your Raters Responded:

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

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

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

MANAGER

How your **MANAGER** rated you:

You see yourself as being more impulsive than you are perceived by your Manager. As a result, your Manager may assume that more thought and deliberation go into your decisions than is actually the case. You may have the ability to present convincing explanations even when decisions are made with little thought. Although this may be helpful in some situations, ultimately decisions made too quickly will lead to mistakes and your credibility will suffer. *What factors contribute to you acting impulsively? Why do you think you are seen as less impulsive by your Manager?*

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

DIRECT REPORTS

How your **DIRECT REPORTS** rated you:

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

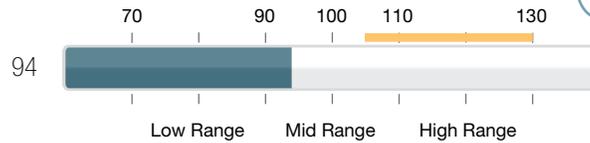
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions when he/she is emotional.	4	1	1.75	2.43		1.33
Interrupts when others are speaking.	2	1	1.25	1.43		1
Is impulsive, which creates problems for him/her.	1	1	1.75	1.86		1.17
Is impulsive.	2	1	1.5	1.43		1
Finds it hard to stop once he/she starts talking.	2	1	1	2		1.33
Tends to react hastily.	2	1	1.75	1.71		1.17
Finds it difficult to control his/her impulses.	1	1	1.75	1.71		1
Finds it hard to resist temptation.	2	1	1.5	1.57		1.2

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

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Flexibility

Adapting emotions, thoughts and behaviors



How You Responded:

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

- You usually accept new methods and procedures for getting the job done.
- You are able to adjust your leadership style according to the situation; however, there are times where you could show more adaptability.
- You may approach unexpected changes with some trepidation and reluctance.

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

Leadership Impact



Authenticity



Insight

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

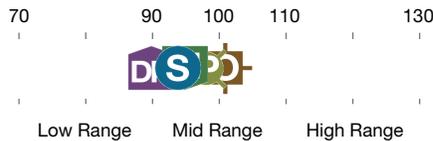
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility (94)  Problem Solving (105)

Your Flexibility is lower than your Problem Solving. Flexibility and problem solving are optimally balanced when you remain open and willing to adopt new approaches when they are improvements upon your existing methods. There is nothing wrong with using existing approaches when they are successful, as long as you are alert to new ideas and methods that may be more appropriate if conditions change.

Flexibility

Adapting emotions, thoughts and behaviors



How Your Raters Responded:

Sample, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

There is agreement between you and your raters that you are generally open to change and able to adapt your emotions, thoughts and behaviors to changing conditions. You would all probably agree that there is still room for you to demonstrate increased flexibility by recognizing when your emotions prevent you from being open to change. Being emotionally attached to your ways can prevent you from learning and adapting with the business. *Can you think of a time when you were less flexible than you wanted to be? How can you be less resistant to change in the future?*

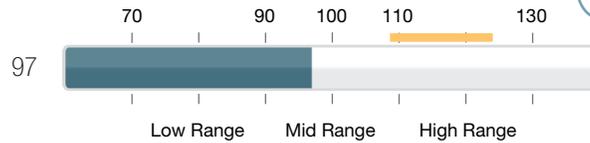
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change his/her opinion.	3	2	1.5	2.43		2
Does not like being in unfamiliar situations.	2	4	2.25	3.29		3
Finds it hard to change his/her ways.	2	2	1.5	3.14		2.5
Finds it hard to compromise.	2	2	1.75	2.57		1.83
Is uneasy with last minute changes.	4	3	4	3		2.17
Finds it hard to make changes in his/her daily life.	2	3	2.75	2.5		1.83
Needs things to be predictable.	4	3	2.75	2.14		2.17
Is uneasy with change.	2	1	2.25	2.71		1.83

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

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Stress Tolerance

Coping with stressful situations



How You Responded:

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. Sample, your result indicates that you are slightly less comfortable than most when dealing with challenging situations. Some difficulties may arise when deadlines are imminent. Nevertheless, you generally inspire confidence in your team concerning your capability to manage change and complex issues. Some characteristics of your result are:

- You are able to achieve results when under pressure.
- You are generally viewed as a resource who is equipped with effective coping strategies, although you could always add more to your repertoire.
- You may, at times, feel uneasy managing multiple competing priorities and goals.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. Your even-keel demeanor is a tool that allows you to effectively weather most challenges encountered at work. To your direct reports, you are normally seen to calmly appraise a situation at hand, and show confidence in your ability to resolve issues. Regardless, there remain some times and trigger points when you may feel overwhelmed and unable to lead others through pressure and deadlines.

Organizational Implications. While you are able to cope with the challenges that you encounter at work, at times you may not be able to make tough decisions under pressure. By developing your stress tolerance, your skill at handling conflict and at managing your emotions under situations of duress leads to problems being effectively solved. Be sure to balance your focus between the long-term growth of the organization and the use of short-term "band-aid" solutions. If you further strengthen your tolerance to stress, others may see you as a resource when stressful events occur and may seek your counsel when they are unsure of the best course of action. Try to appear composed even when your emotions may cloud your judgment.

Strategies for Action

Exercise. If you experience tension from a stressful circumstance, exercise will help ease the strain.

- Exercise relaxes muscles and eases pent up energy, allowing you to redirect your focus.
- Stress related illnesses are avoided and endorphins are released that help fuel concentration.
- By maintaining a regular fitness routine, your reaction to stress will be mitigated with time.

Implement a Wellness Program. Organizations that invest in stress management initiatives help fuel a productive workforce. Major overhauls are not necessary, as small initiatives can have a major impact.

- Diet can have a substantial effect on one's ability to cope with stress. For instance, if the organization has an on-site cafeteria, a good recommendation is to replace unhealthy food with fresh fruit and vegetables, host a cooking class, or have a team potluck encouraging healthy eating and socializing.
- Employees can be encouraged to take a yoga or tai-chi class during their lunch hour at a subsidized rate.

Balancing Your EI

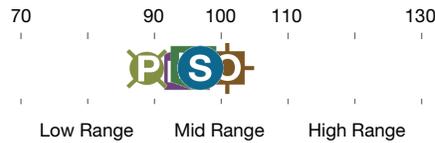
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning.

Stress Tolerance (97) = Problem Solving (105), Flexibility (94), and Interpersonal Relationships (94)

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

Stress Tolerance

Coping with stressful situations



How Your Raters Responded:

Sample, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

You and your rater groups are in agreement that you generally withstand adverse events and stressful situations but there are times when mounting pressure might cause you to lose your composure. You and your raters would likely agree that there is room to improve your ability to tolerate stress, selecting from a wider range of coping mechanisms to maintain your calm and focused demeanor. Stress tolerant individuals are able to tackle and take control of problems as if they have an arsenal of coping strategies at their disposal. *What strategies do you use to cope with stress? How apparent are these strategies to each of your rater groups?*

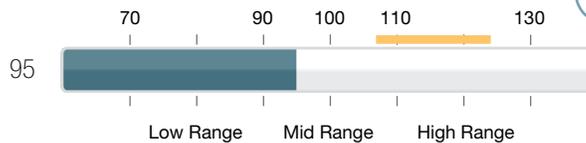
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm in difficult situations.	3	4	4	4		4.5
Can't think clearly when he/she is under stress.	2	2	2	2		1.67
Thrives in challenging situations.	4	3	2.5	4.29		3.67
Handles stress without getting too nervous.	4	4	4	3.29		4
Performs well under pressure.	4	4	2.75	3.43		3.67
Copes well with stressful situations.	4	3	3	3.43		3.67
Handles upsetting problems well.	4	4	3	3.71		3.83
Does not react well to stressful situations.	2	2	2	2.43		1.67

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

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Optimism

Positive attitude and outlook in life



How You Responded:

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. Sample, your result is indicative of a leader who is slightly less likely than most to view work and life in a positive light. The result also indicates that you are not so overly optimistic that you are blind or naïve to the realities of life. Some characteristics of your result are:

- You approach leadership with enthusiasm and gusto, although you may have moments when you are less hopeful.
- You typically motivate colleagues to achieve success; however, there are times when you could be more optimistic in your goal setting.
- You generally believe that setbacks are temporary and can be overcome.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. Your moderately optimistic stance permeates your leadership style and helps you view most situations as malleable and controllable. By further developing your sense of optimism, you will be able to overcome encounters with adversity, learn from the situation, and inspire others to do the same. While you are able to set an inspiring mission and vision for the organization that produces results and productivity, this ability can be enhanced.

Organizational Implications. Given your generally optimistic outlook, colleagues can emulate your disposition and use you as a role model when encountering tough situations. For the most part, the organization prospers under uncertainty, and these situations are viewed as transient and easily overcome. Generally, your team perseveres at solving problems as they arise; however, you could benefit from demonstrating even more optimism to ensure colleagues are inspired to continue to actively tackle problems.

Strategies for Action

Modify Your Language. Monitor your speech, as the words you use can create either a positive or negative ambiance.

- In a meeting, take note if you play the role of "devil's advocate." Do you often criticize others' ideas or solutions without weighing the evidence?
- The next time a colleague proposes an initiative, take the time to consider their perspective and their contribution.
- Temper your initial reaction with positive statements (e.g., "that sounds promising") to help boost your positive mindset.

Focus on Your Strengths. Capitalize upon your talents to introduce positive emotions into your way of thinking.

- Every leader is endowed with strengths and weaknesses. The key is to focus upon your strengths. For instance, if you are adept at public speaking, volunteer to deliver presentations at the next meeting.
- When appropriate, delegate tasks in which you do not excel to your colleagues who may be more specialized in a certain area of expertise. By focusing on your strengths, you are better able to leverage your skills to their full extent, which will aid in fostering a positive outlook.

Balancing Your EI

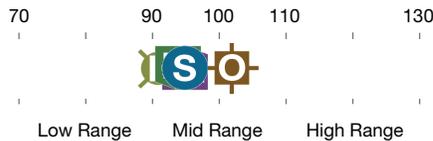
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning.

Optimism (95) ↔ Self-Regard (98), Interpersonal Relationships (94), and Reality Testing (97)

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

Optimism

Positive attitude and outlook in life



How Your Raters Responded:

Sample, all of your rater groups rated you very similarly to how you rated yourself. This section presents the implications of this level of agreement.

There is close agreement between you and all your rater groups.

How your rater groups rated you:

You and your raters agree that you are optimistic and positive in your approach to most activities, however, there are times when you take a more pessimistic stance. In your interactions, you tend not to be so optimistic that you ignore valid data or emotional warnings (e.g., fear), nor are you so pessimistic that you ignore the value of hopefulness and aspirations about people and situations. You could benefit from being even more optimistic—people with higher optimism bounce back more readily from setbacks and are less likely to experience prolonged stress when things get difficult. Optimists view setbacks as temporary, situational blips that can be the result of external causes and are not necessarily one's fault. *How can you demonstrate an optimistic approach more often in the work you do? How does it feel (physically, mentally and emotionally) to be optimistic? Does being optimistic impact other EI skills?*

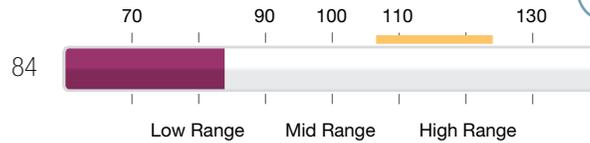
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive even when things get difficult.	4	3	4	4.14		4.17
Is optimistic.	4	3	3.25	3.71		4.17
Expects the worst.	2	1	1.25	1.43		1.17
Is hopeful about the future.	4	4	3.5	4		3.83
Sees the best in people.	4	4	3	3.57		3.83
Has good thoughts about the future.	4	4	3.5	3.57		4.17
Expects things to turn out all right, despite setbacks from time to time.	4	3	3.5	3.29		3.67
Has a positive outlook.	4	4	3.5	3.71		4.17

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

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Well-Being Indicator

Satisfied with life; content



How You Responded:

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

Sample, your result in Happiness suggests that you may find it difficult to enjoy life or show enthusiasm towards work. Your lower Happiness may dampen the strengths associated with other EI skill areas. As it currently appears, you have stronger results in all other EQ-i areas compared to Happiness.

Your level of Happiness may be related to current life circumstances as it is unlikely to result from lower functioning in any EI skill area. For example, perhaps a part of your life has been affected by the death or illness of someone close to you, a change at work, a problem with a close relationship, or financial setbacks. If a specific life circumstance is indeed the cause of unhappiness, dealing with that circumstance by leveraging your EI strengths will be fundamental to moving forward and experiencing increased contentment.

Self-Regard (98)

Happiness is a by-product of believing in oneself and living according to your own values. Although you have good self-regard, there are times when you may doubt yourself, creating feelings of unhappiness. Strengthening self-regard may help to enhance life satisfaction and well-being.

- List past accomplishments to pinpoint the skills that you can leverage to achieve leadership success.
- What are some actions (e.g., reading motivational books) that bolster your self-regard?

Optimism (95)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results suggest you are optimistic and hopeful most of the time, but perhaps you could use this outlook more frequently so that your happiness becomes even more personal, permanent, and justifiable.

- What are some steps to demonstrate your positivity in a more active/overt manner?
- When faced with a new challenge, how do you typically feel? List your emotions and identify why you feel this way.

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?

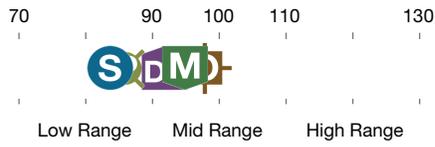
Self-Actualization (112)

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?
- Are there areas in your work or personal life that you would like to further develop? If so, how can these endeavors mesh with your current lifestyle?

Well-Being Indicator

Satisfied with life; content



How Your Raters Responded:

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

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

	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other O
Happiness	84	95*	86	92		98*

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

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

OTHER RATERS

How your OTHER RATERS rated you:

You are perceived by your Other Raters to be happier compared to what you report yourself. Perhaps you appear to be more satisfied than you actually feel, or alternatively, you may be most comfortable and happiest when working with this particular rater group. Consider whether you openly share your emotions and moods with your Other Raters, or if you adopt a happy facade in their presence to give the illusion that you are happy. If you feel happier with this group than with other groups or in other contexts, consider which characteristics of this relationship please you most, and work on fostering these characteristics in your relationships with others. What are some reasons why your Other Raters would rate you differently on Happiness than you rated yourself?

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

PEERS

How your PEERS rated you:

Sample, you agree with your Peers that you are less content with your life, and less enthusiastic in your approach to your work. Your dissatisfaction may appear via behaviors such as indifference to teamwork, disinterest in pursuing tasks outside of your role requirements, and failure to set ambitious goals. Keep in mind those who find their lives fulfilling are generally more successful in the workplace. People with happy dispositions are likely to be more proactive and resilient to adverse conditions or stress symptoms. You will be in a better position to showcase strengths in other areas of EI if you approach your life, work, and relationships with enthusiasm. *Of all the rater groups, why do you think your Peers agrees the most with your self-rating of Happiness?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to enjoy life.	3	2	1.75	2.43		1.67
Is not happy with his/her life.	2	2	1.5	1.71		1.17
Is enthusiastic.	3	3	2.5	3.57		3.17
Is happy.	4	4	3.25	3.57		3.67
Is satisfied with his/her life.	4	4	3.75	4		4.4
Is excited about life.	4	4	3	3.86		4.4
Looks forward to each day.	5	4	3.5	4		3.83
Is content.	1	4	3	3.14		3.33

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

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

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	- structured and systematic, like performance reviews - face to face	- expertise and experience - institutional and political knowledge - social contributions and loyalty	- separating professional and personal life - building strong relationships and networks
Generation X • born between 1965-1981	- face to face, or email - clear, direct, and transparent as they tend to be slightly skeptical	- efficiency - work/life balance - security	- working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	- instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging	- fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity	- working with others, team work, socializing - doing what's meaningful and has purpose

■ Open-Ended Responses

This page shows how your raters responded to the short-answer questions presented in the EQ 360. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, “No one answered this question” will appear in the answer field.

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■ My Items

The following short-answer questions are added by your administrator. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, “No one answered this question” will appear in the answer field.
