



EQ360®

LEADERSHIP EQ 360

REPORT

Nia Sample
Other Raters (3), Direct Reports (3), Peers (3), and Manager (1)

June 8, 2023



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.

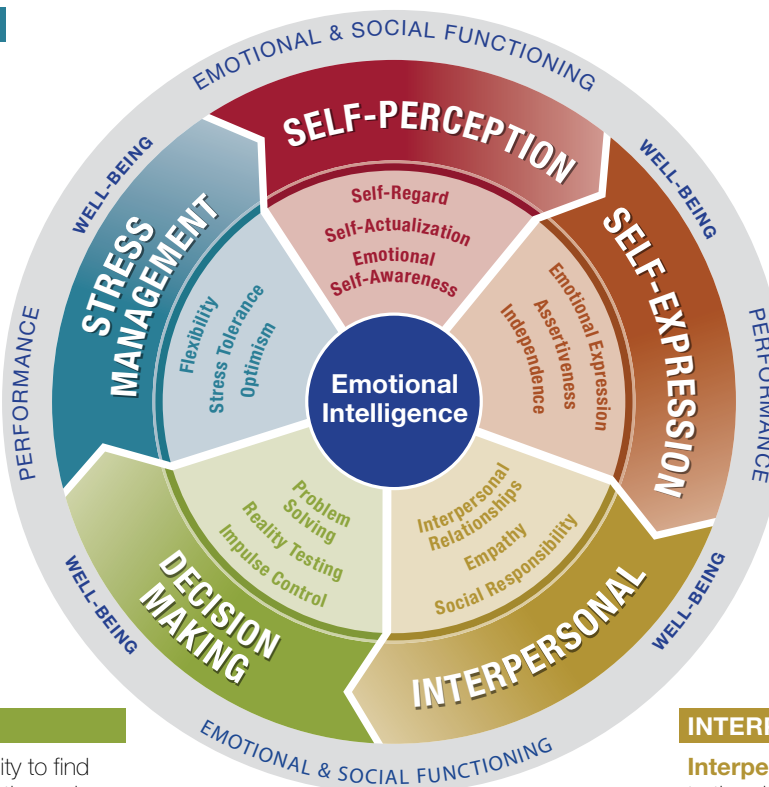
Optimism is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

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.

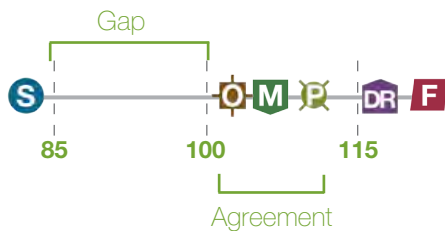
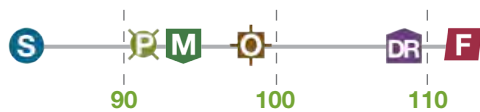
Empathy is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

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



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.”

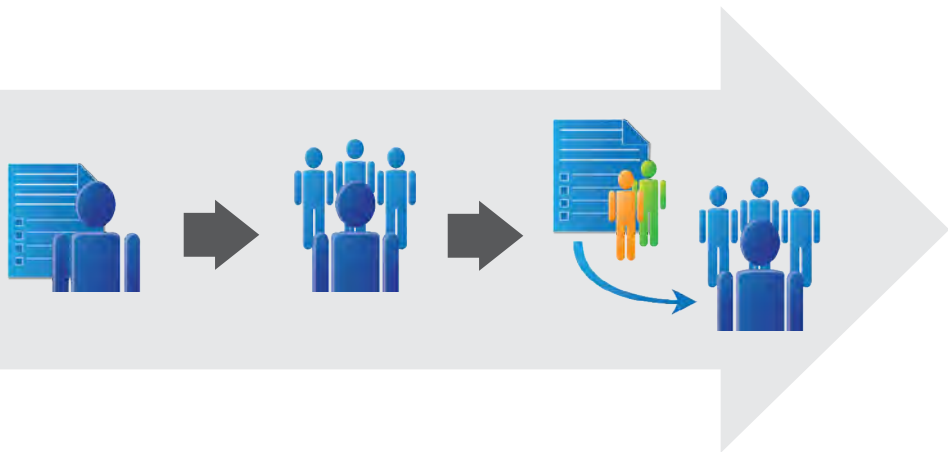
How to read this report. This report contains information gathered from both yourself (self-rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

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.

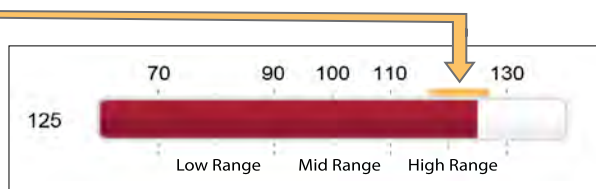
Getting the Most Out of Your Report

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

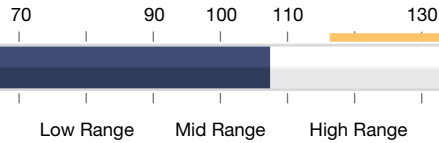
The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose scores were in the top 50% of the leader sample). Using this bar you can compare your results to those exceptional leaders who demonstrate high EI. If your score 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

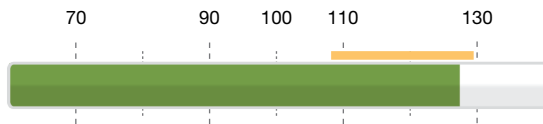
Total EI

107



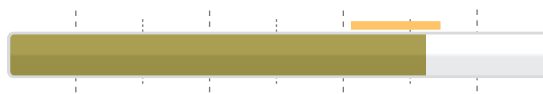
Highest 3 Subscales

Impulse Control (127)



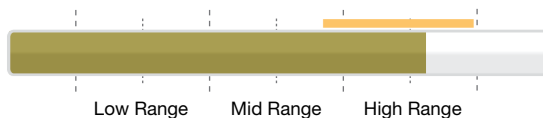
You lead with a highly stable nature and place a high value on deliberate planning. Your team likely thrives under such steady and consistent leadership, although you should be careful not to avoid spontaneity altogether. Your result on this subscale is not only above average but it also falls *within*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

Interpersonal Relationships (122)



For you, interpersonal relationships are essential to your role as a leader. Coaching and bringing the best out of your team are built on these strong relationships. Be careful not to let the fear of damaging relationships bias your decisions. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

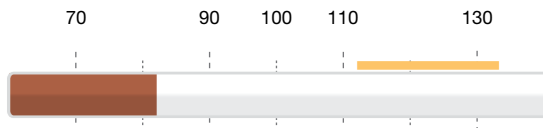
Empathy (122)



Empathy is likely a very natural and inherent skill for you, which you use to show compassion and respect for the people you lead. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

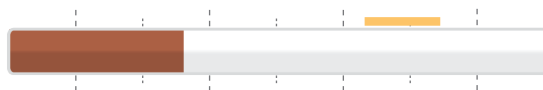
Lowest 3 Subscales

Assertiveness (82)



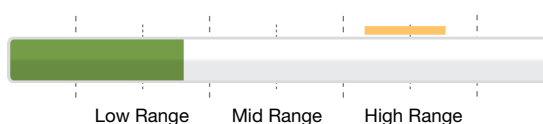
Your level of Assertiveness may leave you with unvoiced opinions. Your team will appreciate hearing a strong position from you. Your result on this subscale falls *below* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

Independence (86)



You are likely more reliant than you should be on your team's reassurance and approval of your decisions. Improvement in this area will benefit you when objective and difficult decisions need to be made. Your result on this subscale falls *below* the leadership bar. There is little agreement between your self-assessment and your raters' feedback.

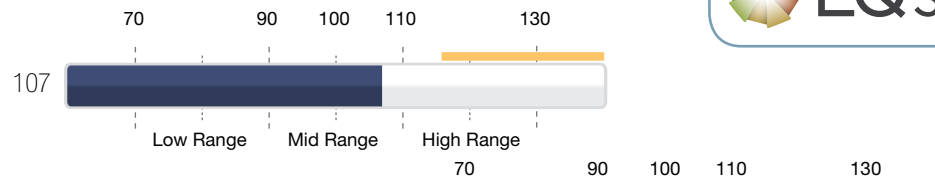
Problem Solving (86)



You often fall victim to your emotions and might feel overwhelmed when it comes to making decisions. Improve in this area to use emotions to your advantage when solving problems instead of falling victim to them. Your result on this subscale falls *below* the leadership bar. There is little agreement between your self-assessment and your raters' feedback.

How You Responded: Overview

Total EI



Self-Perception Composite

101

Self-Regard

Respecting oneself; Confidence

93

Self-Actualization

Pursuit of meaning; Self-improvement

103

Emotional Self-Awareness

Understanding own emotions

107

Self-Expression Composite

89

Emotional Expression

Constructive expression of emotions

100

Assertiveness

Communicating feelings, beliefs; Non-offensive

82

Independence

Self-directed; Free from emotional dependency

86

Interpersonal Composite

121

Interpersonal Relationships

Mutually satisfying relationships

122

Empathy

Understanding, appreciating how others feel

122

Social Responsibility

Social consciousness; Helpful

106

Decision Making Composite

107

Problem Solving

Find solutions when emotions are involved

86

Reality Testing

Objective; See things as they really are

107

Impulse Control

Resist or delay impulse to act

127

Stress Management Composite

109

Flexibility

Adapting emotions, thoughts and behaviors

106

Stress Tolerance

Coping with stressful situations

108

Optimism

Positive attitude and outlook on life

109

70 90 100 110 130
Low Range Mid Range High Range

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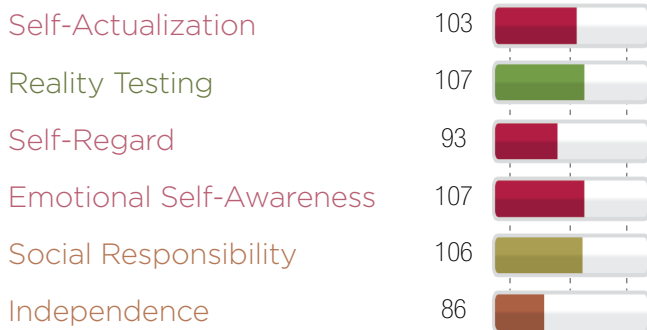
How You Responded: Leadership Potential

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.

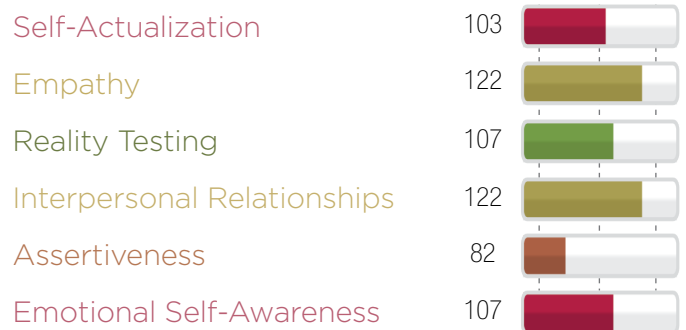
Authenticity

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.



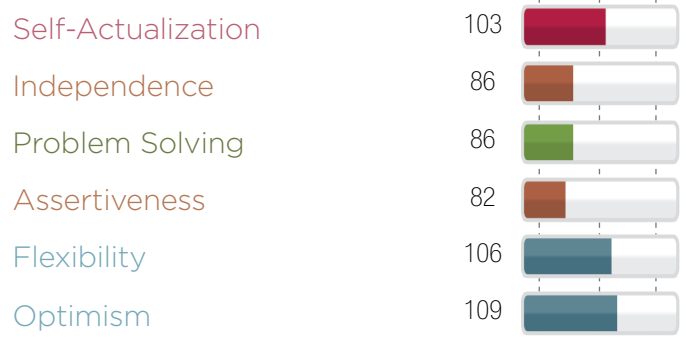
Insight

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



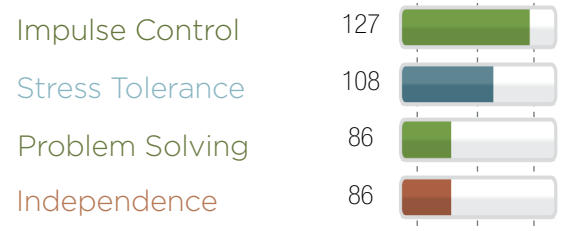
Innovation

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

Nia, you may be at a **high risk of derailment** as you received a lower result in Problem Solving and Independence. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Consider rater feedback for alignment in these areas of potential risk. Strengthening lower scoring subscales may help you reach your true leadership potential.

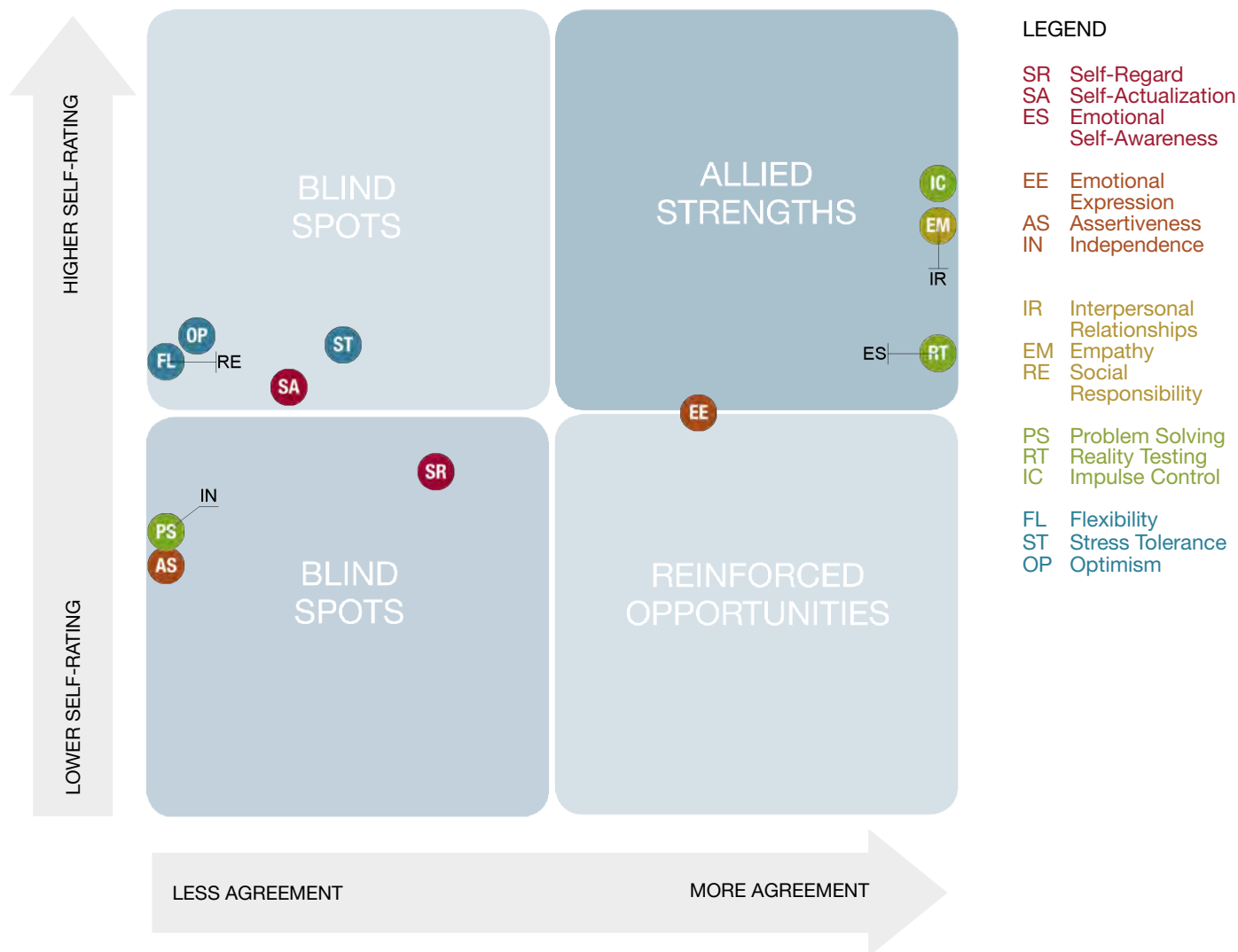


Profile Gap Analysis

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.

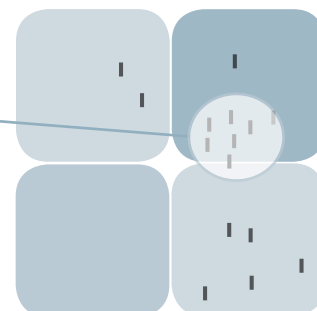


WHAT TO LOOK FOR:

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 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Total EI						107	111	114	114		115

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 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Self-Perception						101	105	108	119*		117*
Self-Expression						89	91	104*	95		105*
Interpersonal						121	123	125	122		122
Decision Making						107	113	115	117*		114
Stress Management						109	111	106	109		106

* 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 S	Manager M	Peer P	Direct Reports DR	Family/ Friends F	Other O
Number of raters								1	1	3	3		3
Self-Perception													
Self-Regard													
Self-Actualization													
Emotional Self-Awareness													
Emotional Expression													
Assertiveness													
Independence													
Interpersonal Relationships													
Empathy													
Social Responsibility													
Problem Solving													
Reality Testing													
Impulse Control													
Stress Management													
Flexibility													
Stress Tolerance													
Optimism													

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

How Your Raters 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 presented over the next two pages is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

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.



Self-Actualization

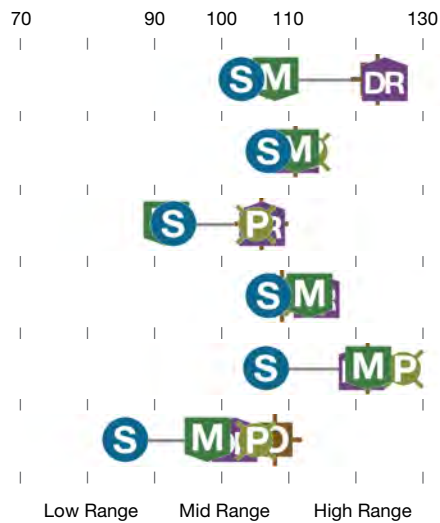
Reality Testing

Self-Regard

Emotional Self-Awareness

Social Responsibility

Independence



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.



Self-Actualization

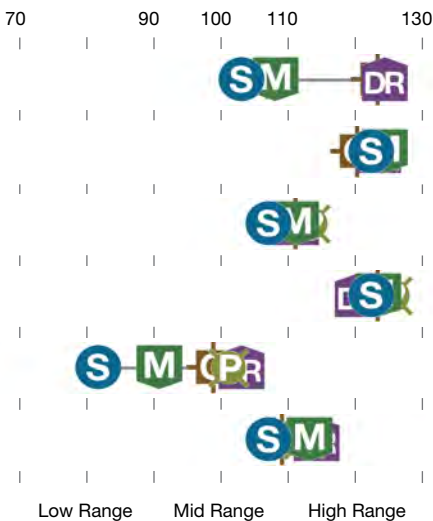
Empathy

Reality Testing

Interpersonal Relationships

Assertiveness

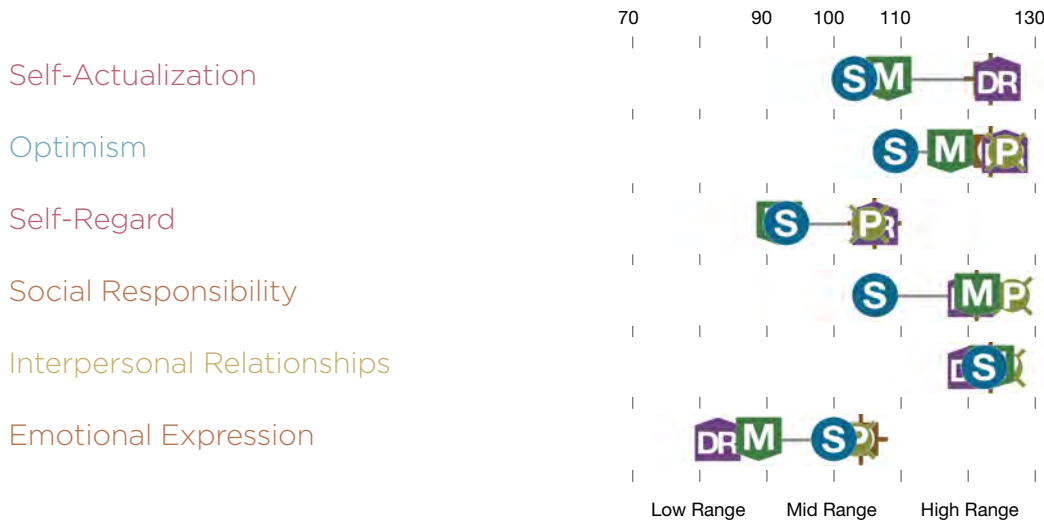
Emotional Self-Awareness



How Your Raters Responded: Leadership Potential

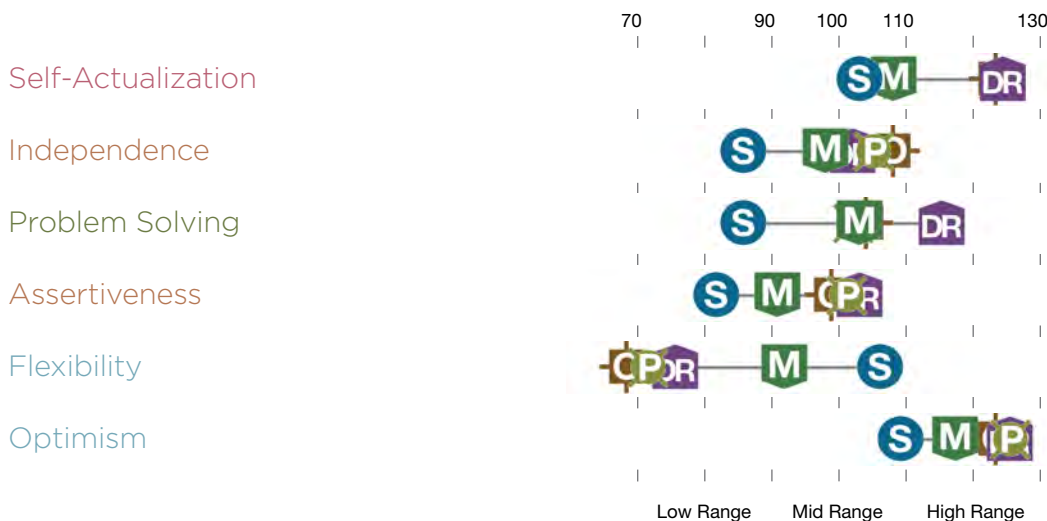
Insight

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.

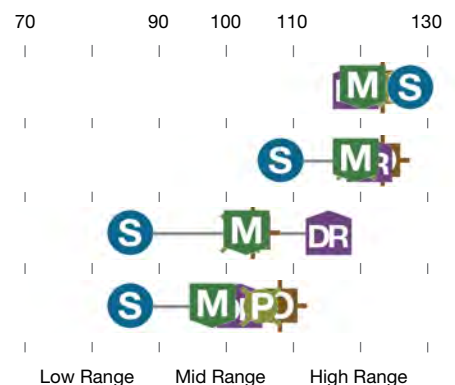
This section presents how you were rated on these four subscales. Please refer to the "How You Responded: Leadership Potential" page for further details about how these scores could affect your Leadership Potential.

Impulse Control

Stress Tolerance

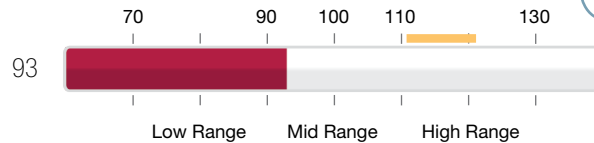
Problem Solving

Independence



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. Nia, 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 unflagging 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

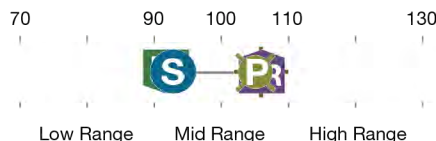
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard (93) < Reality Testing (107)

Your Self-Regard is lower than your Reality Testing. In balancing these two areas, remember that although input from external sources is important, self-regard is about your own subjective evaluation of self-worth, and should not be overly influenced by external sources. Seek objective information about your performance, but give primary importance to your personal goals and your own sense of personal success.

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 groups whose scores were most different from your self-assessment:

OTHER RATERS
DIRECT REPORTS

How your OTHER RATERS AND DIRECT REPORTS rated you:

You rated yourself lower in Self-Regard than did your Other Raters and Direct Reports. This comparison suggests that you don't see in yourself the same level of assuredness that others do. If you are too critical of your capabilities, you may not step up to opportunities that others believe you are well suited for. Use this feedback to see yourself in a different light, as people seem to see you as having more confidence and inner strength than you see in yourself. You might ask yourself: You might ask yourself: *Why do you think your Other Raters and Direct Reports might see you as being more confident than you believe yourself to be?*

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

MANAGER

How your MANAGER rated you:

Nia, the closest agreement between your Self-Regard rating and those of your rater groups is between you and your 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 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 your Manager?*

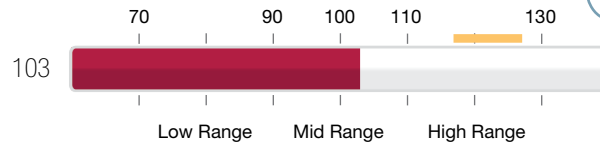
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	4	3	5	4.67		5
	3	3	4	4		4
	3	3	2	2		2
	3	4	3	2.33		2.67
	2	2	2	2		2
	4	4	4	4		4
	4	4	4	4		4
	3	4	4	4		4

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 sounds quite philosophical, as a leader it means finding purpose and enjoyment in your role and performing to your fullest potential. Nia, your result suggests that you operate with a slightly higher sense of accomplishment and resolve than most leaders, which spurs both you and the organization to strive for greatness. Your result may mean that:

- You operate with an energetic focus and involvement in your business objectives.
- You achieve the goals you establish for the organization, although you may benefit even more by setting stretch goals that challenge yourself and others.
- For the most part, you believe you are fulfilling your potential.
- On rare occasions, you may not be making optimal use of your full skill-set.

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

Leadership Impact



Authenticity



Coaching



Insight



Innovation

Leadership Implications. You are likely leading people with a moderate sense of mastery and accomplishment. You usually motivate your employees to achieve their potential, and you ignite their ingenuity and resolve to achieve personal and professional goals. You may benefit from striving even harder to be the best you can be so that your work and personal life are as meaningful as possible.

Organizational Implications. You are perceived as a person who is striving to learn, developing new skills and willing to grow in order to fully optimize your talents. If strengthened, this quest could permeate the entire organization, as employees may emulate your approach. This drive for self-fulfillment may stimulate higher productivity and greater employee satisfaction. Continue to work on achieving the zenith of your potential so that employees may learn from this style.

Strategies for Action

One Small Step. Transcribing your objectives is a great strategy to solidify your action plan as you work toward greater self-actualization.

- By writing your action plan on paper or sharing it with a colleague, you solidify your goals. Choose one small strategy for making your life more enriching and share this with a colleague or place it in your calendar. Or, is there a way you can get your whole team involved in adding more meaning to the workday? Research clearly demonstrates that the likelihood of successful goal attainment increases by the mere fact of simply writing down your goals.

Capitalize on Strengths. You are already aware of your passions, though at times you may not realize it.

- List tasks in which you excel (e.g., chairing meetings, producing comprehensive financial reports), and try to incorporate these activities throughout the workday. If you feel unsure of your areas of strength, pinpoint pursuits in which you receive many compliments, or ask your colleagues for feedback. These activities will reinvigorate your zeal for work and improve your productivity.

Balancing Your EI

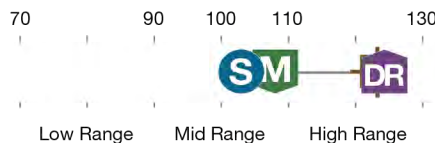
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization (103) ➡ Self-Regard (93)

Your Self-Actualization is higher than your Self-Regard. To balance these components, set realistic goals that are challenging and aligned with what you are trying to achieve in life. If you set goals that are unrelated to what is important to you, accomplishing them will not necessarily improve your self-worth. Set goals that are challenging, relevant, and give meaning to your life.

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:

DIRECT REPORTS

How your DIRECT REPORTS rated you:

The difference in perspectives between you and your Direct Reports could indicate that you see yourself as less accomplished than this rater group does. Bring your self-perception in line with how others see you by taking some time to reflect on your accomplishments and contributions both to your organization and your community in general. One other possibility to note: it might seem to your colleagues that your achievements have more personal meaning than you know to be true. Are your goals significant to you, or are they mainly driven by others? *Viewing your accomplishments from the standpoint of your Direct Reports, what do you think they would say are some of your most notable achievements? Do you agree?*

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

PEERS

How your PEERS rated you:

You and your Peers agree that you are usually self-motivated and driven to accomplish meaningful goals. This consistency in ratings means that you and your Peers believe that you have something to contribute, but that you could benefit from showing a greater drive to reach more challenging goals and greater enrichment in your work and personal life. Self-Actualization is a continuous process, and improvement can always be made. *Nia, continue to expand your interests and contributions in your personal and professional worlds, and seek tasks that make good use of your natural abilities. How can you ensure that your goals and contributions are in line with the expectations of your Peers?*

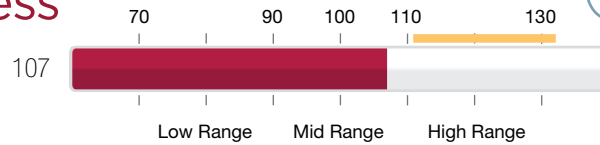
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	4	4	4	5		5
	4	4	4	5		5
	3	4	4	4.67		5
	5	5	4.33	5		5
	3	4	3.33	4.33		3.67
	4	4	4	5		5
	4	5	4.33	5		5
	4	3	3	5		5
	4	4	4	5		5

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. Nia, your result indicates that you are slightly more in touch with your emotions than most, and that you are more likely to manage them in a way that is healthy for you and your employees. It is likely that you:

- Understand what triggers your emotions and behave in a way that shows a relatively high degree of control.
- Have the ability to channel your emotions and those of others into constructive action.
- Still have a few emotions that make you uneasy or are difficult for you to fully comprehend.

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

Leadership Impact



Authenticity



Coaching

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

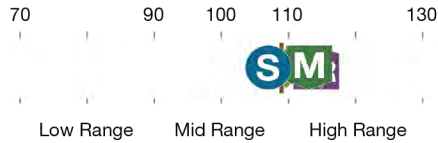
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning.

Emotional Self-Awareness (107) = Reality Testing (107), Emotional Expression (100), and Stress Tolerance (108)

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:

Nia, 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 on your level of Emotional Self-Awareness, suggesting that you pay attention to your emotions more often than most people. This consistency between how you and those around you view your emotional self-awareness has positive implications; your understanding of your emotions is observable to the people you work with and you probably know when your emotions have gotten the best of you. While you may be in tune with some emotional triggers and resulting physiological sensations, there are likely other emotions that you are less comfortable with or that are less recognizable to you. You and your raters would likely agree that there is room for improvement in your understanding of your emotions. *What cues can you look for, in both yourself and others, to determine when your emotions have gotten the best of you? What skills can you leverage from situations where you have a solid understanding of your emotions to apply to emotions with which you are less comfortable?*

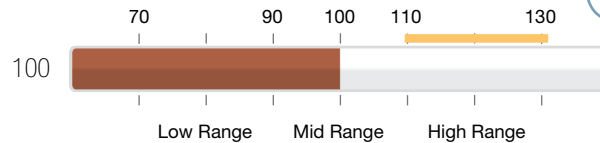
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
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	3	4	4	3		3.67
	4	3	3	4		3
	4	4	4	3		4

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. Nia, your result portrays a generally emotionally expressive leader; you bring your true feelings to the surface with more ease than most. Sharing your emotions with your team, as you do, helps to build a culture of open communication. Consider the following, which may be characteristic of you:

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

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

Leadership Impact



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

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

Strategies for Action

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

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

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

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

Balancing Your EI

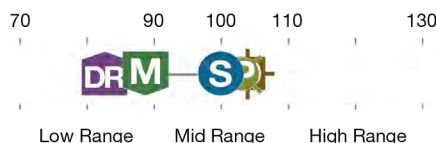
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Emotional Expression (100) < Interpersonal Relationships (122)

Your Emotional Expression is lower than your Interpersonal Relationships result. Keep in mind that strong interpersonal relationships are built on trust and respect; openly sharing your thoughts and feelings can go a long way to building both.

Emotional Expression

Constructive expression of emotions



How Your Raters Responded:

There is variability in how your rater groups rated your Emotional Expression—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 rater group sees you as less emotionally expressive than you see yourself. This gap suggests that your Direct Reports may not see the same level of emotion from you as you believe you are expressing. One implication of this is that you may appear to be withholding thoughts or feelings in your interactions with your Direct Reports. Or there could be a mismatch between the words you use, your body language, and tone of voice, which could give the impression that you aren't being completely forthright. Building stronger and trusting relationships may be difficult if people do not believe that you are being open with your feelings. *Why do you think this rater group sees you as less emotionally expressive than you believe yourself to be? Are there certain types of feelings you don't express or discuss?*

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

PEERS

How your PEERS rated you:

Nia, you agree with your Peers that you are generally open and expressive of your emotions but could benefit from expressing an even wider range of emotions. 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 your Peers? What would make other rater groups feel differently?*

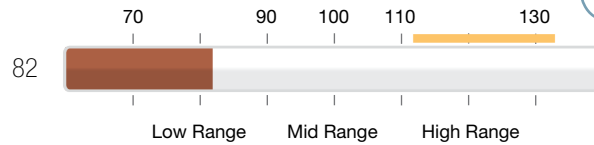
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	4	3	2.67	3.67		2
	3	2	4	2.67		4
	3	4	4	4.67		4
	4	3	3	2		3
	3	3	3	3.33		3
	2	3	1	3		1
	3	3	3	4		3
	1	2	1	1.33		1

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. Nia, you have a tendency to be more toward the passive side of this line, keeping opinions and thoughts to yourself, rather than sharing them openly with your team. The following characteristics may apply to you:

- You may be seen as a supportive leader, but at the expense of expressing your beliefs and making tough decisions to benefit your team in the long run.
- Since they don't often hear your opinions and thoughts, your team is likely missing out on strong and confident guidance.
- You might avoid difficult conversations that are an inevitable part of being a leader.
- You have a lot to contribute, but you fear pushback on your ideas.
- You work harder than most because you struggle to clearly articulate your needs to your team.

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

Leadership Impact



Coaching



Innovation

Leadership Implications. Your level of assertiveness suggests that your team may see you as a leader who shies away from voicing opinions and making decisions. In the constantly-changing nature of an organization, your team will appreciate hearing your thoughts, ideas, and opinions. Your team will look to you for direction and swift action, especially in situations where difficult decisions need to be made. Increasing your level of assertiveness will also help you 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 low level of assertiveness can hold you back from clearing obstacles and winning resources for your team.

Organizational Implications. Your lower assertiveness score may prevent you from motivating your team to achieve individual and team goals, effectively dealing with inter- and intra-team conflict, and obtaining adequate resources needed for success. Increased levels of assertiveness will help you inspire and coach your team to reach their potential while pushing boundaries to address today's business challenges.

Strategies for Action

Communicate a Vision. This vision does not have to be large-scale. Take a look at the next task you will be leading your team through.

- Write down a description of what you believe the final output will look like and the steps required to get there.
- Make a checklist of the final features of the outcome, in very succinct, clear terms.
- When meeting with your team, have copies of these and discuss them. For each point, practice assertiveness by being firm and direct, with no questioning or second guessing what you believe success looks like.

Gaining Support. Prepare ahead of time when you need to secure resources for your team.

- Make a list of what you need and why. When you have the "why" determined, you will feel much more confident sticking to your guns in a battle over resources.
- Mark down your essentials (resources you cannot give up on).
- Use this list as a reference to guide you when meeting with other decision-makers in the company.

Balancing Your EI

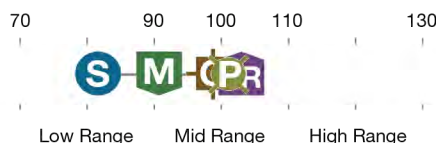
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. The subscale that differs the most from Assertiveness is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness (82) < Interpersonal Relationships (122)

Your Assertiveness is lower than your Interpersonal Relationships result. Placing greater emphasis on interpersonal relationships than on being assertive may permit you to support those you work with. Make sure you give equal emphasis to standing up for what you believe in, and speaking your mind when it is important to do so.

Assertiveness

Communicating feelings, beliefs; Non-offensive



How Your Raters Responded:

There is variability in how your rater groups rated your Assertiveness—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:

You rated yourself as less assertive compared to the ratings of your Direct Reports. This gap suggests that you might be more assertive with this rater group than you are with other individuals. Perhaps you are more comfortable with your Direct Reports which makes it easier to put forth your own views. Nonetheless, assertiveness is sometimes required in situations where you feel less comfortable, and finding appropriate ways to effectively state your ideas and opinions is important in those contexts as well. If your assertiveness is inconsistent, interactions with you can be more difficult. That is, because you speak up for yourself sometimes, people will assume you are comfortable doing so. When you do not, they will assume that you are content when you may not be. *What does it feel like to be assertive and forthright with your thoughts? Are there some instances where it is more comfortable for you to be assertive? What is it that enables you to be assertive?*

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

MANAGER

How your MANAGER rated you:

You agree with your Manager that you could benefit from being more assertive. Nia, your interactions with your Manager might be described as passive, where you may withhold your true feelings, beliefs, and thoughts. Your lower assertiveness may prevent you from motivating others to achieve individual and team goals, effectively dealing with conflict, and obtaining adequate resources for effective job performance. Consider whether you behave assertively only in certain types of situations or with certain individuals. *In what situations could you benefit from being more assertive? What are some opportunities with this rater group where you can demonstrate more assertiveness?*

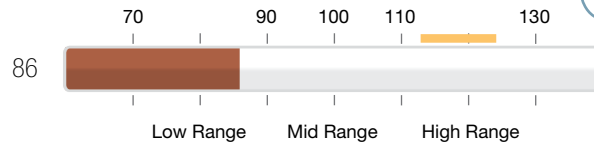
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	2	2	3	3		3
	3	4	4	4		4
	4	4	5	5		5
	3	3	4.33	4.33		3

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:

Nia, 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 are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. As a leader, this approach can be particularly obvious when you need to make decisions. Although you do need to consult with your team and gain their buy-in, regularly passing on the role of primary decision maker can hurt the performance of your team and your reputation as a leader. Consider the following interpretation of your results:

- You prefer to receive guidance and direction from others on many decisions you make.
- Since you likely crave the approval of your team, you may not bring forth alternative opinions, which may mean the group is determining the course of action without your input.
- You may fear that the decisions you make for your team will prove to be a mistake, restraining risk taking.

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

Leadership Impact



Authenticity



Innovation

Leadership Implications. Your tendency to depend on others instead of operating autonomously means you may struggle to make quick, objective decisions—a critical skill for leaders. Your team is likely to find you open to their ideas and needs, and while on the surface this appears to be a great characteristic, you may do so at the expense of voicing your own thoughts and beliefs. Even though your team may not agree, sharing your personal and unbiased thoughts helps you be viewed as a leader and not as a follower.

Organizational Implications. In conversations or meetings, you may find yourself adopting the same emotions or opinions as others in the room, or easily conforming to others' decisions. When ideas are brought to the table, you may find yourself being more of a passive receiver than an active participant. As a leader, it is crucial to consider multiple ideas, explore each idea from a broad range of perspectives, and encourage your team to do the same.

Strategies for Action

Step Up. The next time you have to make a decision, follow these steps.

- Write down a list of people you can consult for advice.
- Write a list of pros and cons for and against the possible decisions.
- Reach out for advice: if you have any additional information for your list of pros and cons, integrate it now.
- For options you wish to dismiss, write the reasons why.
- Use the remaining pros and cons to make the final decision from the options.

Enhance Your Confidence. Holding on to convictions becomes difficult when we start doubting ourselves and the decisions we make. When you start second-guessing your decision:

- Rewrite the problem you are trying to solve, considering the people and areas affected by the decision.
- Check in with trusted colleagues to ensure that you have not missed any information required for your decision.
- Review the list of pros and cons you used in your decision-making process.

These steps will keep you focused on the task and give you the confidence you need in your decision-making.

Balancing Your EI

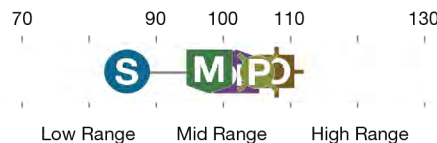
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Independence (86) < Interpersonal Relationships (122)

Your Independence is lower than your Interpersonal Relationships result. To balance these components, recognize the importance of being a team player, without becoming overly reliant on the direction or support of others. Be collaborative, but retain the courage of your convictions.

Independence

Self-directed; Free from emotional dependency



How Your Raters Responded:

Nia, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

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

OTHER RATERS

How your OTHER RATERS rated you:

You are seen by your Other Raters as more independent than you see yourself. This gap suggests that you might put more weight on the thoughts and directions of other people than these rater groups think you do. Giving the impression that you are more independent than you feel can result in the absence of help and guidance, especially in times when you need it the most. Consider what your decision making process looks like to your Other Raters. Are you seen as being influenced by others, or do you often demonstrate that you are comfortable making a decision on your own? Compare this perception to other ratings of your independence. *What might explain the differing viewpoints of your level of independence? Can you think of situations where you could have benefitted from being either more independent or less independent?*

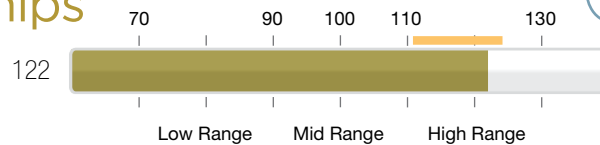
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	2	1	1.33	1		1
	3	3	2.67	3.33		2.67
	2	2	2	2		1.33
	2	2	2	2.67		2
	4	3	2.67	2.67		2.33
	3	3	2	2		2
	3	3	2	2		1.67

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. Nia, you place an emphasis on building strong relationships and, even more than most people, model what it means to be a team player. Your leadership style uses people and relationships to get the job done, by gaining buy-in and commitment, building integrity, and attaining the resources your team needs to succeed. You likely:

- Know your team's hidden and visible strengths and weaknesses.
- Strive to understand each team member individually.
- Consistently reach out beyond your team to build a network of support that can buffer you from the negative effects of stress.

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

Leadership Impact



Coaching



Insight

Leadership Implications. Your Interpersonal Relationships result indicates that you value maintaining confidences, team harmony, and open communication in your relationships. These features of authentic relationships help you engage the hearts and minds of your team. You likely have built loyal relationships where you know people at a very personal level. By maintaining a strong rapport, you can motivate and inspire others towards innovative and challenging goals.

Organizational Implications. You likely have a commitment to forming healthy interpersonal networks throughout the organization and are able to share the benefits of these connections with those you lead. The consistent and natural effort that you invest in relationship maintenance likely provides you the opportunity to influence the organizational stage by leveraging the people you know to get the job done.

Strategies for Action

Balance Recognition with Constructive Feedback. Remember to express recognition on a regular basis and to coach your team by delivering constructive feedback. As a leader, you are in an ideal position to inspire, coach, and motivate your team to reach their individual and group potential.

- Do you know what kind of recognition your team prefers? Not everyone likes a reward given in front of their peers or "Happy Birthday" sung at their desk.
- Leverage empathy skills to understand the types of recognition that motivate and inspire each of your team members.
- Find opportunities where you can help your team members unlock their individual potential; the most successful leaders develop their employees.

Take the Extra Step. Building resilient and trusting relationships, regardless of your personal feelings, is crucial to navigating the political landscape of your workplace.

- Identify an individual outside your team whose relationship with you is superficial at best.
- What have you done to earn their trust and their willingness to help you? List what you think this person needs from you.
- Meet with this person to confirm your perspective. Emphasize the importance of understanding mutual needs and arrive at an action plan to support one another on common goals.

Balancing Your EI

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

Interpersonal Relationships (122) ➡ Problem Solving (86)

Your Interpersonal Relationships result is higher than your Problem Solving result. These components are well balanced when you can leverage relationships with others to help solve problems, and recognize how your decisions may be affected by others. It is important to consider the opinions of others without being overly influenced by them.

Interpersonal Relationships

Mutually satisfying relationships

How Your Raters Responded:



Nia, 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 easily use relationship-building skills to connect with others and work as part of a team. The consistency seen here between ratings suggests that your sociable, trusting and friendly approach to building relationships is experienced to a similar degree by those around you. You likely believe that authentic relationships are built on mutual give and take and your colleagues would probably agree that they experience this mindset first-hand in their relationships with you. You will experience the greatest benefits of social support (e.g., a buffer to the negative effects of stress) when the people in your life care about you and vice versa. *Are there people you would like to be closer to? How can you leverage your interpersonal skills with these lesser established relationships?*

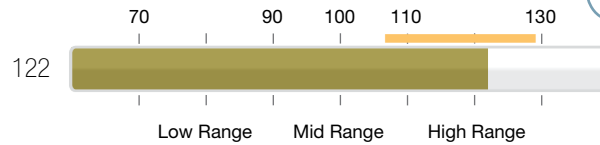
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
[REDACTED]	5	5	5	5		4.67
[REDACTED]	5	4	5	5		5
[REDACTED]	5	5	5	5		4.33
[REDACTED]	4	5	5	4.67		5
[REDACTED]	5	5	5	4		5
[REDACTED]	5	5	5	5		5
[REDACTED]	5	5	4.67	4.33		5
[REDACTED]	4	5	5	5		5

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. Nia, your result indicates that your empathy is well-developed; you are probably described as an empathic leader, respecting your team's ideas even when they differ from your own. Your "emotional read" on people is usually accurate, ensuring your team feels safe sharing important issues with you. With a result such as yours:

- You are constantly "tuned in" to how your team is feeling.
- You care about others, and take their feelings into consideration before acting.
- It is easy for you to imagine how your team feels and you can predict their emotional reactions.
- You could struggle to make tough leadership decisions (e.g., in relation to performance management) that have negative outcomes for others, or you find it hard to stay objective when strong emotions are involved.

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

Leadership Impact



Leadership Implications. Since empathy comes naturally to you, you are constantly watching for emotional reactions when resolving conflict, managing change, or making tough decisions. You have a good sense of your team's emotional landscape and they feel comfortable sharing insights and feedback with you. Developed skills in Empathy can be especially useful for connecting with your team when trying to inspire and coach them towards innovative solutions.

Organizational Implications. The need to feel heard and understood is in the core nature of all human beings. You use empathy to provide this validation and dampen defenses in times of conflict, stress and organizational change. You are likely to lead in a way that demonstrates care and compassion for the individual needs of people, adapting your approach to the different needs present on your team.

Strategies for Action

Watching a Pro. Remember not to confuse empathy with sympathy. Empathy doesn't involve pity or coddling; rather, empathy, when used correctly, is your way of appealing to and understanding people's emotions and driving action. Find someone who you believe is an empathic and yet efficient communicator.

- Observe their communication style, taking note of how they balance their ability to remain empathic and respectful while achieving goals.
- Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to further develop Empathy.

Focus on Growth. It is important to ensure that your empathy doesn't get in the way of handling tough decisions. Being empathic helps you understand the perspectives of your team and others in the organization, however the role of a leader is to handle performance issues even where emotions are involved. The next time you have to handle a difficult conversation try the following.

- Write down the intended outcomes; these will help you keep focus.
- Write down what you want to say and rehearse it.
- Listen and understand the reaction of others, but don't allow them to sidetrack you.
- As the conversation progresses, be mindful to bring the focus back to the performance outcomes you initially identified.

Balancing Your EI

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

Empathy (122) ➡ Emotional Expression (100)

Your Empathy is higher than your Emotional Expression. Aligning these components of EI means taking other people's feelings into account when expressing your own emotions. The goal is to express your feelings effectively while staying attuned to others, so that your expressions are more than just a reflection of the feelings of others.

Empathy

Understanding, appreciating how others feel



How Your Raters Responded:

Nia, 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 raters that your empathic behavior is well-established. You feel for others more than the average person does, and demonstrate sensitivity and respect for others' thoughts and feelings. You see the human element in the decisions you make and often take into account how others feel before you come to a final decision. Being extra concerned with peoples' feelings, you may need to be on the lookout for times when you take on others' problems, which could be at the expense of your own priorities. *Has your concern for the thoughts and feelings of others ever hindered your ability to make tough decisions?*

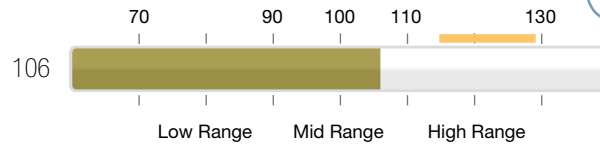
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
1. I am a person who is very understanding of others' feelings.	4	5	5	5		5
2. I am a person who is very sensitive to others' feelings.	5	5	5	5		5
3. I am a person who is very empathic.	4	5	4.33	4.33		3
4. I am a person who is very caring.	5	5	5	5		5
5. I am a person who is very compassionate.	5	4	4.33	4.67		4
6. I am a person who is very kind.	5	5	5	4.67		5
7. I am a person who is very generous.	5	5	5	5		5
8. I am a person who is very helpful.	5	5	5	5		5
9. I am a person who is very considerate.	5	5	5	5		5

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. Nia, your result suggests that you may be seen as a socially responsible leader who finds ways to coach and inspire your team. Although you usually promote cooperation and the achievement of mutually satisfying goals, you could benefit from demonstrating this even more often. Based on your result, you:

- Are socially conscious and are concerned with others' well-being.
- Identify with and see yourself as the champion for your team, taking responsibility and winning resources.
- Feel a sense of fulfillment from supporting your team and organization.

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

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 Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

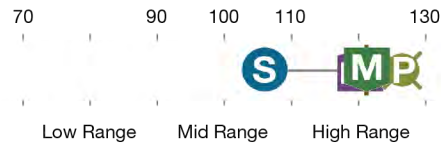
Social Responsibility (106) < Interpersonal Relationships (122)

Your Social Responsibility is lower than your Interpersonal Relationships result. These components can be balanced by finding ways to socialize that provide benefits beyond just having fun; by showing a willingness to roll up your sleeves in support of colleagues, groups, or teams.

Social Responsibility

Social consciousness; Helpful

How Your Raters Responded:



Nia, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

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

PEERS

How your PEERS rated you:

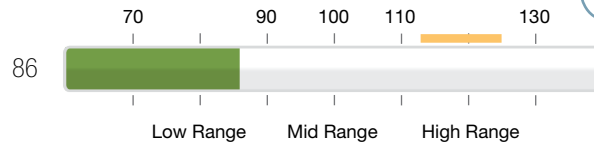
Your Peers may perceive you to be more socially responsible than you perceive yourself to be. You may be underestimating the ways in which you help others and contribute to the greater good. You should question whether you have high expectations of your social conscience, or perhaps your Peers may be picking up on your contributions and dependable nature even if you believe you could contribute more. Also question whether your helpful behaviors are, at their core, sincere. Do you help your Peers and expect nothing in return or is there a hidden agenda or political strategy behind your caring behavior? *Of all your rater groups, why do you think your Peers might perceive you to be the most socially responsible?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	3	4	5	4		5
	3	5	5	5		5
	5	5	5	5		5
	4	5	5	5		5
	4	5	4.67	4.33		3.67
	4	4	5	4.33		4.33
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. Nia, this is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made.

Leaders who score in this range may not actively tackle problems and may evoke a sense of doubt and uncertainty in their fellow workers. Your result indicates:

- You may feel overwhelmed with the responsibility of making a decision, preferring others to make decisions for you.
- You may struggle to keep a clear focus on the problem at hand.
- Your team may see you worrying about a problem rather than implementing a solution.

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

Leadership Impact



Innovation

Leadership Implications. Your result on this scale suggests that you are hampered in your ability to efficiently solve people and process oriented problems. Rather than leveraging emotions (e.g., happiness to spur creativity), you tend to fall victim to your own emotions, such as worry, anxiety, and fear. This tendency can result in feelings of paralysis and spending time worrying about a problem rather than solving it.

Organizational Implications. You may appear indecisive, incapable, or unsure of yourself when faced with a problem to solve. Although you may eventually reach sound solutions, it is difficult for people to see you in a leadership capacity where decisiveness and execution are paramount. Organizational responsiveness and innovation may be dampened if you don't quickly move into problem-solving mode.

Strategies for Action

Fresh Perspective. Leaders need to examine problems from multiple angles in order to arrive at the best possible solution. How many different ways do you look at a problem when you are faced with one?

- Involve your team (if appropriate) in brainstorming different perspectives of problems. How would other teams view the same problem? Your customers? Your competition?
- Challenge yourself to come up with at least 5 fresh perspectives for a problem you are facing. Doing so will help move you into problem-solving mode as opposed to worrying about the problem.

Watch Your Limit. While a comprehensive amount of information and considering many possibilities can be beneficial when solving a problem, too much information can leave you overwhelmed and paralyzed.

- The next time you are stuck while solving a problem, break down the task into smaller chunks to simplify the problem and make it easier to move forward.
- Categorize the information and the possibilities you are considering in order to limit the options. Remember to find a balance: too much information paralyzes you, while too little leaves you uninformed.
- If the nature of your decision is stressful, your mental and emotional resources will be strained, so you may want to limit yourself to three options.

Balancing Your EI

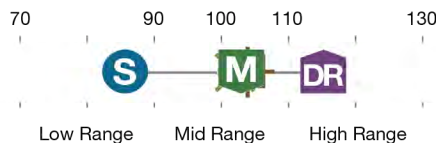
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving (86) < Reality Testing (107)

Your Problem Solving is lower than your Reality Testing. To balance these components, be cognizant of the role that realistic and objective information plays in your decision making process, and find a balance between collecting information and making a firm decision in a timely manner. Some decisions must be made before all of the facts are in, and other decisions can be deferred until more information is available. To balance this area, recognize these different situations and act accordingly.

Problem Solving

Find solutions when emotions are involved



How Your Raters Responded:

Nia, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

Rating yourself lower than your Direct Reports 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 Direct Reports, 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 Direct Reports?*

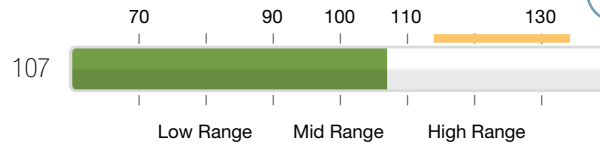
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	3	3	3	2		1
	2	1	1	1		3
	2	2	2.33	1		3
	3	2	2	2.33		2
	4	3	3	2		2
	3	2	2	1		1.67
	2	1	1	1		1
	2	2	2	1.33		2

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. Nia, your result on this subscale suggests that you are fairly adept at validating your feelings with external reality and realistically tuning in to the immediate situation. Leaders who score in this range can still develop; however, for the most part you convey that you are in tune with others' perspectives, and with the immediate organizational landscape. Your result suggests:

- You are unlikely to misinterpret critical information or allow emotions to color reality.
- Your coaching and performance management discussions are likely unbiased and grounded in evidence.
- Your assessment of a situation is likely accurate and respected by those you lead.
- Some instances of overly positive (extreme happiness) or negative emotions (extreme anxiety) may cause less objectivity.

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

Leadership Impact



Authenticity



Coaching

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. The subscale that differs the most from Reality Testing is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing (107) ➤ Problem Solving (86)

Your Reality Testing is higher than your Problem Solving. Balancing these components requires attention to emotional information that can lead to timely decisions. Reality Testing is about being grounded and practical, however the best solutions involve integrating objective information with people factors, negotiating and managing emotional responses, and taking swift action when needed.

Reality Testing

Objective; See things as they really are



How Your Raters Responded:

Nia, 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 are more objective, realistic and grounded in reality than most people. 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?*

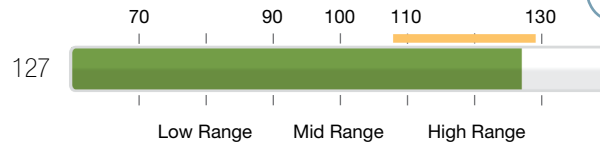
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
1. I am objective and realistic.	4	4	4	4		4
2. I am grounded in reality.	4	4	4	4		4
3. I am able to see things as they really are.	3	4	3	2.67		3
4. I am able to see things from other people's perspectives.	4	3	4	4		4
5. I am able to see things from my own perspective.	3	3	4	4		4
6. I am able to see things from the perspective of others.	4	4	4	3.67		4
7. I am able to see things from the perspective of myself.	5	4	5	5		5
8. I am able to see things from the perspective of others.	5	5	4	3.67		3

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

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■ 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. Nia, your result is indicative of a leader who is highly stable, composed and methodical in your approach. You steer clear of rash conclusions and impatient behavior, putting appropriate analysis into every move. Leaders with a result similar to yours are:

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

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

■ Leadership Impact

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

Organizational Implications. You likely have a style of careful deliberation that has a positive impact on the organization, as you take the time to ensure that plans are in place before decisions are made. Under trying circumstances, you can still hold this patient composure and not fall victim to knee-jerk responses to market conditions or competitive moves. People may see your behavior as predictable and calculated, and although this is necessary in many workplaces, ensure that it isn't at the expense of listening to your instincts or participating in spontaneous conversations.

■ Strategies for Action

Unfreezing. If you find yourself significantly less impulsive than the environment you work in, you may appear to be rooted in thought when others are driving action. If progress is being held up by too much contemplation, your team may think you are incapable of driving change in the organization.

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

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

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

■ Balancing Your EI

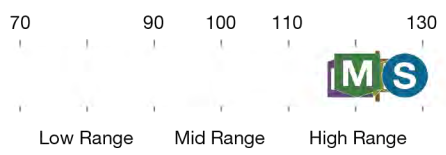
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Assertiveness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Impulse Control (127) ➡ Assertiveness (82)

Your Impulse Control is higher than your Assertiveness. These components work best together when assertiveness is tempered by good impulse control, resulting in communication that is both forthright and respectful. This means taking the time to consider the impact of your actions, and then proceeding with confidence in an appropriately assertive manner that reflects the most significant aspects of a situation.

Impulse Control

Resist or delay impulse to act



How Your Raters Responded:

Nia, 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 all your rater groups that you are able to remain focused, delay temptation, and avoid making rash decisions. These individuals would likely describe you as someone who reflects before speaking, and as a result they seek and respect your advice. Your ability to stay the course allows others to have confidence in you and commitment to your direction, making it easier for you to gain buy-in for your ideas and decisions. Individuals with high impulse control do need to be alert to the fact that spontaneity is appropriate in certain situations, and that delaying action for too long can result in missed opportunities and less innovation. *Is your impulse control always seen as a strength? How can you make sure that impulse control doesn't become a roadblock to progress?*

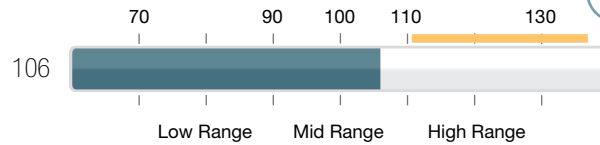
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
1. I am able to remain focused and avoid making rash decisions.	1	2	1	2		1
2. I am able to delay temptation and avoid making rash decisions.	1	1	1	1		1
3. I am able to seek and respect the advice of others.	1	1	1	1		1
4. I am able to stay the course and commit to my direction.	1	1	1	1.67		1.67
5. I am able to gain buy-in for my ideas and decisions.	2	1	1	1		1
6. I am able to be alert to the fact that spontaneity is appropriate in certain situations.	1	1	1	1		1
7. I am able to delay action for too long.	1	2	1.33	1		1.33
8. I am able to make sure that impulse control doesn't become a roadblock to progress.	2	1	1	2		1

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

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

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

Leadership Impact



Innovation

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

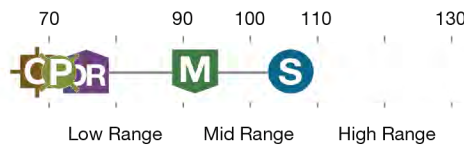
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Impulse Control. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility (106) < Impulse Control (127)

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

Flexibility

Adapting emotions, thoughts and behaviors



How Your Raters Responded:

Nia, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

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

OTHER RATERS

How your OTHER RATERS rated you:

You perceive yourself to be more open to change compared to the rating of your Other Raters. In this relationship, you may come across as more "set in your ways" than you intend to be. If you appear to be uncomfortable with changes to the status quo, you might find yourself left out of conversations around important changes or the sharing of new information and innovative ideas. Watch for instances where your facial expressions or body language suggest that you are uneasy with change, particularly if you feel positively toward the change. Your Other Raters may be picking up on subtle reactions you display and might infer that you are resistant to trying something new. *Why do you think your Other Raters rated you lower in Flexibility compared to your self-rating?*

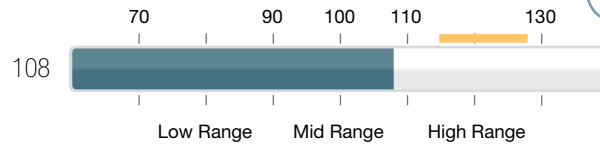
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	2	2	4	3.67		4
	2	3	4	4.33		4.33
	1	3	4	3		4.33
	2	2	4	4		4
	3	4	4.33	4		5
	2	2	4	3.33		4
	3	4	5	5		5
	3	4	3	3.67		3

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. Nia, your result indicates that you are slightly more comfortable than most when dealing with novel and challenging situations. You inspire confidence in your team concerning your capability to manage change and complex issues. Nevertheless, some difficulties may arise when the pressure is high. Some characteristics of your result are:

- You are able to lead others to achieve results even when under pressure.
- You are viewed as a resource who is equipped with effective coping strategies.
- You may, under rare circumstances, feel uneasy managing multiple competing priorities and goals.

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

Leadership Impact

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. The subscale that differs the most from Stress Tolerance is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance (108) ➡ **Problem Solving (86)**

Your Stress Tolerance is higher than your Problem Solving. Balancing these areas often means taking action to solve problems even in situations where you feel you are able to cope adequately. Although the ability to manage stress is a key asset, the best outcome is to eliminate the underlying cause of the stress, and reduce sources of unnecessary anxiety and pressure.

Stress Tolerance

Coping with stressful situations



How Your Raters Responded:



Nia, your raters all rated you differently than you rated yourself. This section presents the rater group with the biggest score difference from your self-assessment.

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

OTHER RATERS

How your OTHER RATERS rated you:

To your Other Raters, you appear to be handling stress better than you think you are handling it. This discrepancy could mean that you do not visibly display the signs of stress or fatigue, even though physically and emotionally you may be feeling it to some degree. Individuals who find themselves in this situation are prone to burnout or illness as they have the tendency to take on more work given their composed demeanor and may be less likely to get the help they need. Consider why this rater group might believe you to be more tolerant of stress. Do you tell them that everything is under control when in fact you feel overwhelmed? *Why would your Other Raters give you a higher rating on Stress Tolerance than you gave yourself?*

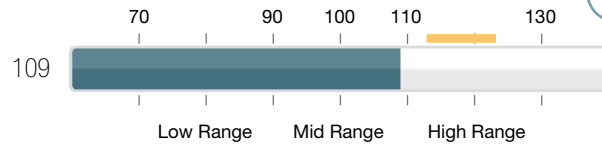
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	4	5	5	5		5
	2	2	2	1		1
	4	5	5	5		5
	4	4	4.33	4.33		4.33
	4	5	5	4.67		5
	4	5	5	5		5
	4	4	4	4		4.33
	1	1	1.33	1		1

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. Nia, your result is indicative of a leader who is slightly more likely than most to view work and life in a positive light. Because the score on this scale is not overly extreme, it 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 could benefit from demonstrating this energy even more often.
- You motivate colleagues to achieve success, helping them set stretch goals and reach for greater heights.
- You generally believe that setbacks are temporary and that you can overcome them.

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

Leadership Impact



Insight



Innovation

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.

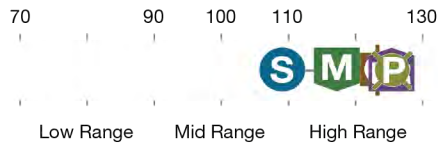
Balancing Your EI

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

Optimism (109) ➔ Self-Regard (93)

Your Optimism is higher than your Self-Regard. When these two components are working effectively together, self-confidence helps to drive and promote positive expectations about the future. It is good to be optimistic but it is also important to know the skills and expertise that will be required of you as you plan and prepare for the future.

How Your Raters Responded:



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

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

The rater groups whose scores were most different from your self-assessment:

DIRECT REPORTS
PEERS

How your DIRECT REPORTS AND PEERS rated you:

Your Direct Reports and Peers rated you higher on Optimism than you rated yourself. This discrepancy suggests that these individuals might see you as more hopeful and resilient than you feel you are. While maintaining a positive demeanor with your Direct Reports and Peers is something you should continue, consider why they see you as more optimistic than you see yourself, and how other rater groups might perceive your optimism. For instance, perhaps you are trying to mask fears or hesitations about the future. If your actions (e.g., actively promoting a new and ambitious sales target) don't match your inner beliefs (e.g., expecting that the target won't be reached), you might be compromising your ability to contribute your fullest intentions and efforts. *Why do you think your self-rating for Optimism was lower than the ratings from your Direct Reports and Peers?*

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

MANAGER

How your MANAGER rated you:

You and your Manager agree that you are more optimistic than the average person. In your interactions with your Manager, 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. *Nia, 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 with your Manager?*

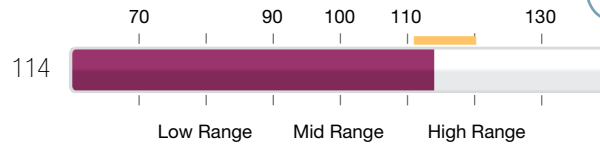
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	5	5	5	4.33		5
	4	4	5	5		4.33
	1	1	1	1		1
	4	4	4.67	5		5
	4	5	4.67	5		4.67
	4	4	5	5		5
	4	4	5	5		4.33
	4	5	5	5		5

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

Nia, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course where your happiness is seen and experienced as infectious. Your result in Happiness is high, as are your results across the four most connected subscales. You may want to look into lower scoring subscales (Problem Solving, Independence, and Assertiveness) to identify ways your happiness can bolster these areas. You may:

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

Self-Regard (93)

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 (109)

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 (122)

Your Interpersonal Relationships result indicates that you have well-developed relationships that likely help shield you from the negative effects of life's daily demands. If maintained, these relationships can enhance and sustain pervasive feelings of happiness.

- Do you have a confidant outside of work who helps buffer any stressful or negative events that you encounter?
- Are there times when you struggle with your work relationships? If so, what causes the struggles and how do you remedy conflict and miscommunication?

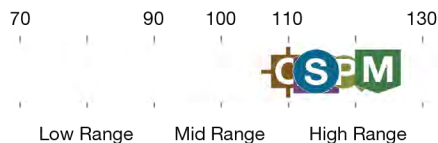
Self-Actualization (103)

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

- What responsibilities in your current leadership role allow you to feel self-actualized?
- Can you identify ways to spend more time on those specific activities (e.g., by delegating other tasks to colleagues)?

Well-Being Indicator

Satisfied with life; Content



How Your Raters Responded:

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

	Self S	Manager M	Peer P	Direct Reports DR	Family/Friends F	Other O
Happiness	114	123	118	114		110

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 have developed a high degree of satisfaction with your life, generally enjoy the company of others, and are able to derive a great deal of pleasure from your work. Your positive attitude is contagious and spreads around the office, helping to inspire and motivate coworkers, especially when they are faced with difficult situations. With well-developed Happiness, you have the perfect platform to showcase your EI skills. Your colleagues see you as likeable and fun to be around, creating the opportunity for deeper and more meaningful relationships. You might want to be cautious that you are not displaying so much Happiness that it comes across as a facade. When situations require you to experience other emotions (e.g., frustration, concern or irritation), are you able to present these as effectively and comfortably as more positive emotions? *What are the benefits to both your work and your relationships if you are consistently happy and satisfied? Are there any drawbacks?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	1	1	1	1		1
	1	1	1	1		1
	4	5	4	4.33		4
	4	4	4	4.33		4
	5	5	5	4		4
	5	5	4.67	4		4
	4	5	4.33	4		4
	4	5	5	5		4

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

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Action Plan

The steps you take towards achieving your EI goals will determine whether or not success is realized. Use this step-by-step activity plan to help guide you closer to your goals. Remember to use the **SMART** goal setting criteria for each goal.

S
M
A
R
T

PECIFIC
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/sustainable 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 their 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