



EQ360®

# WORKPLACE EQ 360

## REPORT

Nia Sample

Rated by: Other Raters (3), Direct Reports (3), Peers (3), and Manager (1)

June 8, 2023

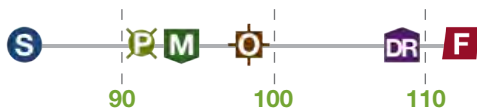


# Welcome to your EQ 360 report

The EQ 360 is a multirater 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.

It is important to start with your self-evaluation first 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.”

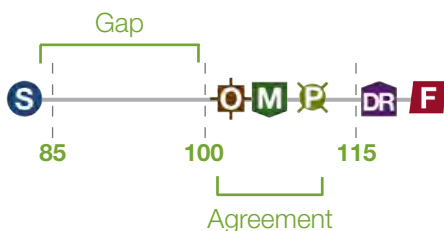
- S** Self
- M** Manager
- P** Peers
- DR** Direct Reports
- F** Family/Friends
- O** Other



**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 labelled 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 next 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 fully understand your self-evaluation before diving into the results provided by others. Your report is structured in this way by showing your “self” results first, followed by your raters’ results.



# 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-Actualisation** 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 recognising 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 behaviours 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 recognising 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 behaviours and decision making.

## INTERPERSONAL

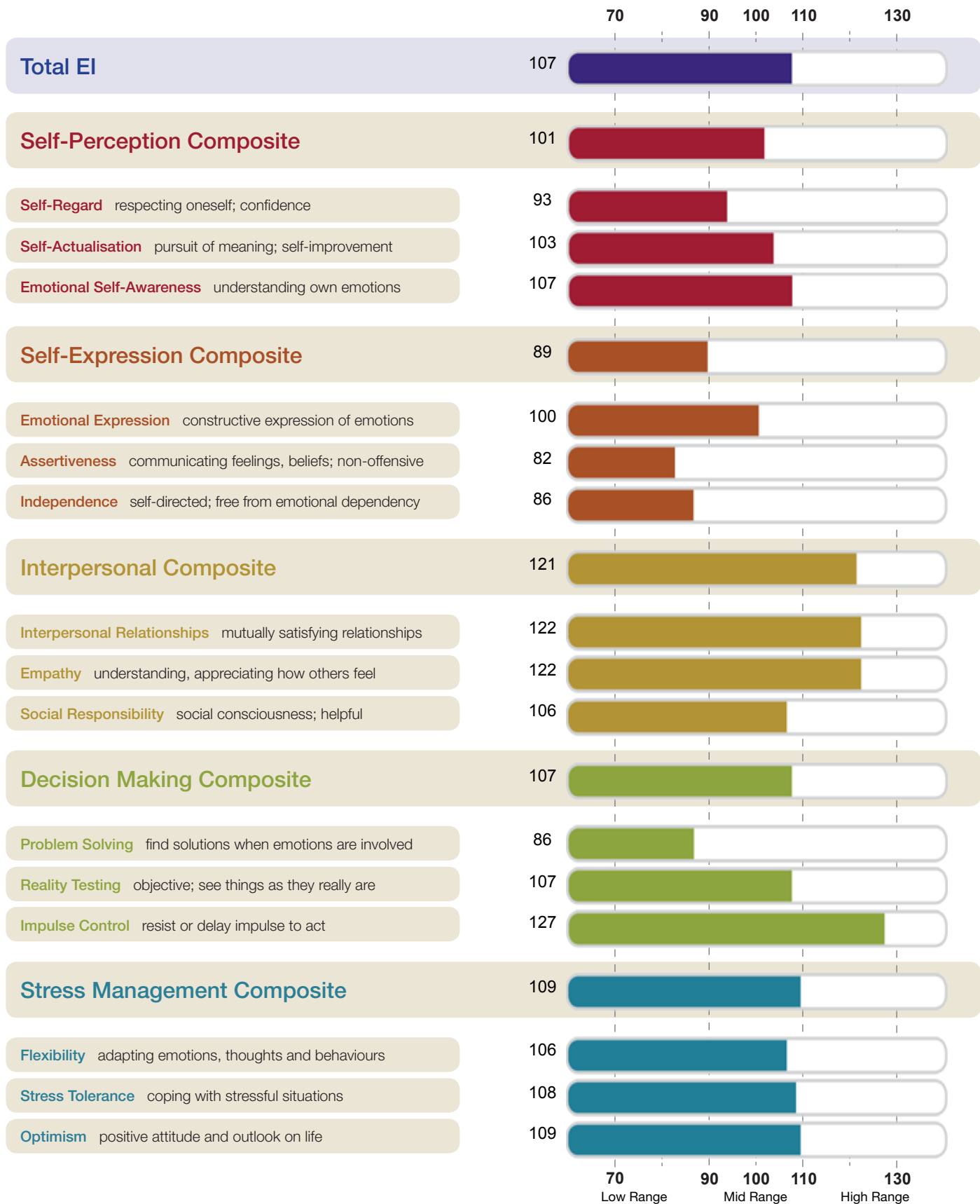
**Interpersonal Relationships** refers to the skill of developing and maintaining mutually satisfying relationships that are characterised by trust and compassion.

**Empathy** is recognising, 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.



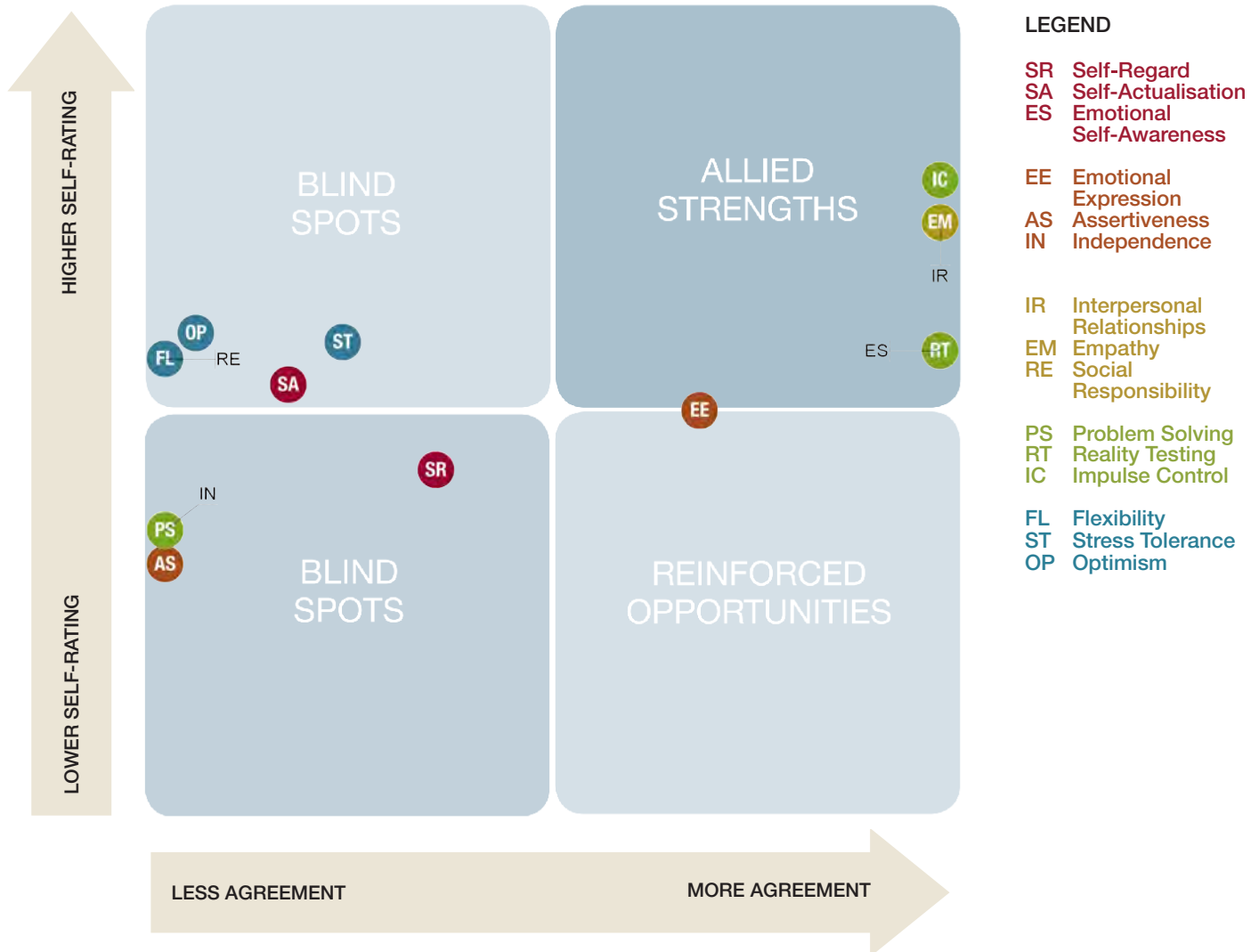
## How You Responded: Summary



# Profile Gap Analysis

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.

- The horizontal axis shows you how much agreement there is between your self score and the scores you received from your rater groups, across the various subscales. Subscales appearing to the far right indicate consensus—you see yourself demonstrating these behaviours much in the same way as do those around you.
- The vertical axis shows your self-rating. 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 behaviours.

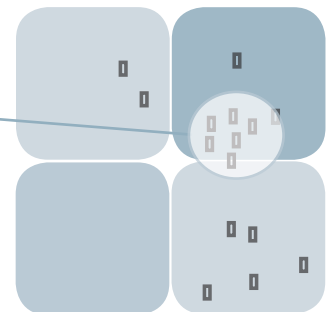


## WHAT TO LOOK FOR:

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 on the EQ-i 2.0, you can begin to discover the richness of the data collected from your colleagues. 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 
<b>Total EI</b>						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 
<b>Self-Perception</b>						101	105	108	119*		117*
<b>Self-Expression</b>						89	91	104*	95		105*
<b>Interpersonal</b>						121	123	125	122		122
<b>Decision Making</b>						107	113	115	117*		114
<b>Stress Management</b>						109	111	106	109		106

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

**Self-Perception.** Subscales in this composite address the 'inner-self' and assess your feelings of inner strength, confidence, 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/organisation.

**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 behaviours 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

Name: Nia Sample



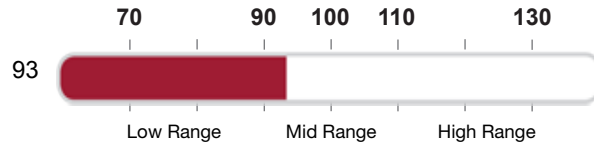
EI Subscales	70	80	90	100	110	120	130	Self S	Manager M	Peer P	Direct Reports DR	Family/ Friends F	Other O
Number of raters								1	1	3	3		3
Self-Perception													
Self-Regard													
Self-Actualisation													
Emotional Self-Awareness													
Emotional Expression													
Assertiveness													
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 your SELF score



# Self-Regard

**Self-Regard** respecting oneself; confidence



## What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Nia, your result suggests that you do have a good sense of your own strengths and weaknesses without being overly confident. At times you may experience lower self-confidence; however, you approach most challenges with self-assuredness and a can-do attitude. You may have:

- a reasonable level of respect for yourself, your talents, and your weaknesses.
- a willingness to openly admit mistakes or unfamiliarity with a situation.
- a well-developed sense of identity—you know what you are good at.

## Emotional Implications on the Job

**Emotional Implications.** The emotional implications of self-regard extend further than many people realise. The implications from your result suggest that you are driven to achieve your fullest potential, you show a more positive outlook on your capabilities, and you are likely more confident in expressing yourself than those individuals with lower self-regard.

## Strategies for Action

**Self-Regard Profile.** Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you insight to reveal hidden talents.

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Identify opportunities to repeat the positive examples provided in your feedback.

**Healthy Self-Doubt.** To strengthen Self-Regard, it is important to recognise the difference between healthy and unhealthy self-doubt.

- Healthy self-doubt results from knowing and accepting an area of weakness. For example, you are nervous giving presentations, and you know this needs improvement.
- Unhealthy self-doubt results from negative self-talk; there is no evidence that you will do poorly, yet you are convinced you will fail.
- Unhealthy self-doubt prevents you from having stronger Self-Regard. Reflect on what triggers negative self-talk (e.g., stress, feelings of intimidation) and prove it wrong through your actions.

## Balancing Your EI

This section compares Self-Regard with Self-Actualisation, Problem Solving, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

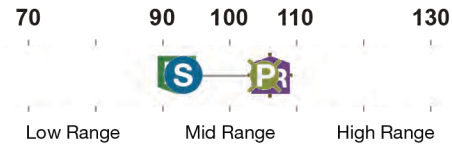
Self-Regard (93) < Reality Testing (107)

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

**Self-Regard** respecting oneself; confidence



## What Your Raters Said:

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.

### Biggest Gap

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

YOUR "OTHER" RATER  
GROUP  
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?*

### Closest Agreement

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

YOUR 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(s). The common perception here is that your Self-Regard is lower self-confidence and satisfaction with who you are 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(s) 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(s)?*

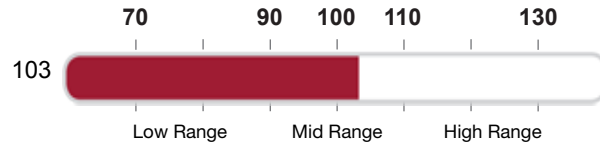
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	4	3	5	4.67		5
	3	3	4	4		4
	3	3	2	2		2
	3	4	3	2.33		2.67
	2	2	2	2		2
	4	4	4	4		4
	4	4	4	4		4
	3	4	4	4		4

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

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

# Self-Actualisation

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



## What You Said:

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

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

## Emotional Implications on the Job

**Emotional Implications.** Your success, happiness, and life satisfaction can probably be traced back to the fact that most of the time you do what you enjoy. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that your talents are being put to good use.

## Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Self-Actualisation with Self-Regard, Optimism, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**Self-Actualisation (103)** ➡ **Self-Regard (93)**

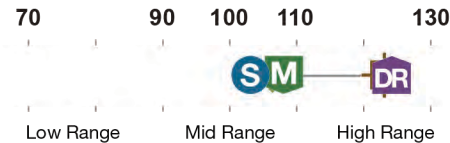
Your Self-Actualisation is higher than your Self-Regard. To balance these components, set realistic goals that are challenging and aligned with what you are trying to achieve in life. If you set goals that are unrelated to what is important to you, accomplishing them will not necessarily improve your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





# Self-Actualisation

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



## What Your Raters Said:

There is variability in how your rater groups rated your Self-Actualisation--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.

### Biggest Gap

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

**YOUR 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 organisation 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?*

### Closest Agreement

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

**YOUR PEERS**

### How your PEERS rated you:

You and your Peers agree that you show an above-average level of self-motivation and drive to achieve personally relevant and challenging 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-Actualisation 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?*

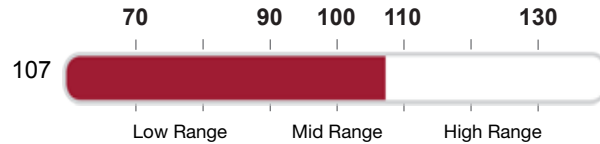
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
[Blurred]	4	4	4	5		5
[Blurred]	4	4	4	5		5
[Blurred]	3	4	4	4.67		5
[Blurred]	5	5	4.33	5		5
[Blurred]	3	4	3.33	4.33		3.67
[Blurred]	4	4	4	5		5
[Blurred]	4	5	4.33	5		5
[Blurred]	4	3	3	5		5
[Blurred]	4	4	4	5		5

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

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# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

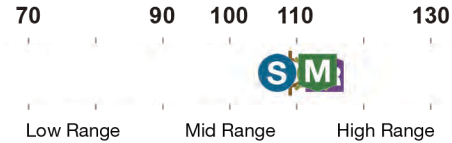
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning.

### Emotional Self-Awareness (107)

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

**Emotional Self-Awareness** understanding own emotions



## What Your Raters Said:

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.

### Closest 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 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 recognisable 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
	4	4	4	4		4
	4	5	4.67	4.67		4
	4	3	3	3.67		3
	4	4	4	5		4
	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

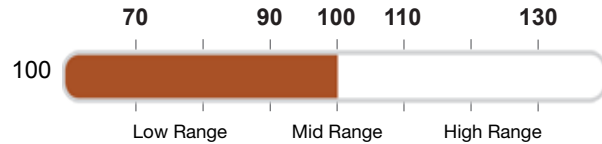
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# Emotional Expression

**Emotional Expression** constructive expression of emotions



## What You Said:

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

Consider the following characteristics of your result:

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

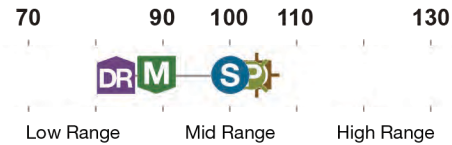
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**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

**Emotional Expression** constructive expression of emotions



## What Your Raters Said:

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.

### Biggest Gap

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

**YOUR 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?*

### Closest Agreement

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

**YOUR PEERS**

How your PEERS rated you:

Nia, you agree with your Peers that you are more open and expressive than the average person, however you could still 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
[Blurred Name]	4	3	2.67	3.67		2
[Blurred Name]	3	2	4	2.67		4
[Blurred Name]	3	4	4	4.67		4
[Blurred Name]	4	3	3	2		3
[Blurred Name]	3	3	3	3.33		3
[Blurred Name]	2	3	1	3		1
[Blurred Name]	3	3	3	4		3
[Blurred Name]	1	2	1	1.33		1

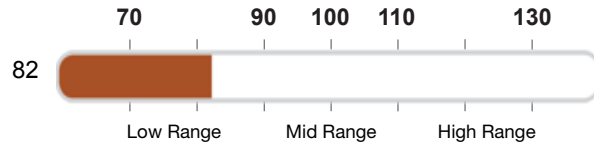
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Assertiveness

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



## What You Said:

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with others by finding the right words at the right time to express your feelings and thoughts. Nia, you have the tendency to be more toward the passive side of this line, keeping opinions and thoughts to yourself rather than sharing them openly. Some of the following characteristics may apply to you:

- you are seen as supportive (of everything) and a team player, but at the expense of standing up for your beliefs.
- you play the role of “observer” in meetings or discussions.
- you have a lot to contribute, but feel defeated when no one hears your good ideas.
- you work harder than most because you struggle to clearly articulate to others what you need.

## Emotional Implications on the Job

**Emotional Implications.** Your tendency to keep thoughts inside may lead you to feel exhausted, frustrated, or even angry that you are on your own dealing with your unvoiced opinions. You may ruminate over bad decisions made, the “crazy” plan that someone created, or that coworker who took credit for your work. It’s as if all this occurred without your approval or your input, and yet you are left wanting to say so much.

## Strategies for Action

**Overcoming Fear.** A common reason for overly passive behaviour is the fear of losing something as a result of speaking up.

- Identify the last three times you were passive (meetings are great places to start). Then, brainstorm all the possible positive and negative results that could have occurred had you been more assertive.
- Most of our fear comes from an exaggeration of bad consequences. Think of situations where the good consequences outweighed the bad. Identify when similar situations will be occurring in the future. These will be relatively safe opportunities for you to practise being more assertive.

**Have a Goal in Mind.** Try setting a small goal before you go into an assertive situation. When you are clear upfront on what you want to achieve, it is easier to assert yourself.

- Leverage the skills that you would normally use to get the job done (e.g., motivation, drive, technical skills, goal setting) to set a small goal for the conversation. Tie this smaller goal to a larger performance objective so you know something bigger is at stake. For example, “I will tell my manager today that customer service errors are angering my top customers. She won’t be happy, but if I don’t speak up we may lose these key accounts.”

## Balancing Your EI

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

**Assertiveness (82)** < **Interpersonal Relationships (122)**

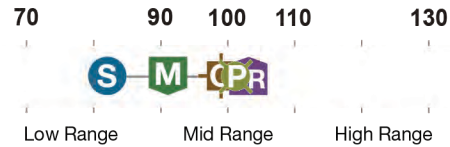
Your Assertiveness is lower than your Interpersonal Relationships result. Placing greater emphasis on interpersonal relationships than on being assertive may permit you to support those you work with. Make sure you give equal emphasis to standing up for what you believe in, and speaking your mind when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





# Assertiveness

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



## What Your Raters Said:

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.

### Biggest Gap

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

#### YOUR 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?*

### Closest Agreement

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

#### YOUR MANAGER

#### How your MANAGER rated you:

You agree with your Manager(s) that you could benefit from being more assertive. Nia, your interactions with your Manager(s) 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?*

#### This person...

	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	3	3	3	3		3
	2	2	3	3.67		3.67
	4	5	4	4		4
	2	2	3	3		3
	3	4	4	4		4
	4	4	5	5		5
	3	3	4.33	4.33		3

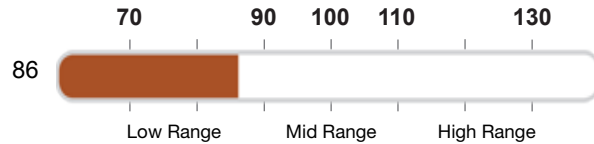
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Independence

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



## What You Said:

Nia, being independent means that you are capable of feeling, thinking, and working on your own. Your results show that you often look to others for advice, reassurance, and direction. In your work environment, this can be particularly obvious when you need to make decisions. Although there is nothing wrong with consultation, regularly passing on the role of primary decision maker could be seen as emotional dependency. Consider the following interpretation of your results:

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

## Balancing Your EI

This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

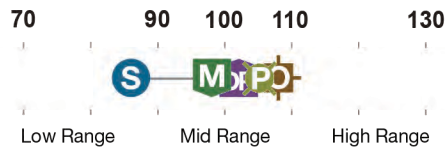
**Independence (86)** **Interpersonal Relationships (122)**

Your Independence is lower than your Interpersonal Relationships result. To balance these components, recognise 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

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



## What Your Raters Said:

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.

**Biggest Gap**

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

YOUR “OTHER” RATER GROUP

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?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
[Redacted]	2	1	1	1		1.33
[Redacted]	2	1	1.33	1		1
[Redacted]	3	3	2.67	3.33		2.67
[Redacted]	2	2	2	2		1.33
[Redacted]	2	2	2	2.67		2
[Redacted]	4	3	2.67	2.67		2.33
[Redacted]	3	3	2	2		2
[Redacted]	3	3	2	2		1.67

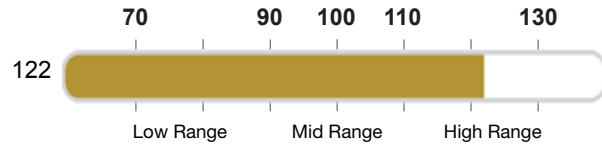
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Interpersonal Relationships

**Interpersonal Relationships** mutually satisfying relationships



## What You Said:

Nia, this subscale is about developing and maintaining mutually satisfying relationships and your result shows an above-average capability to build relationships with compassion, trust, and mutual give-and-take. Your colleagues support you in getting your job done, and in turn others seek you out because of your approachable demeanour. Some characteristics of your result are:

- you have built up, or are currently building up, a useful network of colleagues and professionals.
- your relationships are authentic; you know people on a personal level.
- you feel at ease with people and look forward to engaging in social interactions.

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

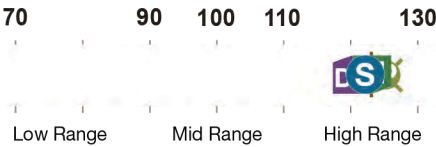
This section compares Interpersonal Relationships with Self-Actualisation, Problem Solving, and Independence. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**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 recognise 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

Interpersonal Relationships mutually satisfying relationships



## What Your Raters Said:

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.

Closest 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
	5	5	5	5		4.67
	5	4	5	5		5
	5	5	5	5		4.33
	4	5	5	4.67		5
	5	5	5	4		5
	5	5	5	5		5
	5	5	4.67	4.33		5
	4	5	5	5		5

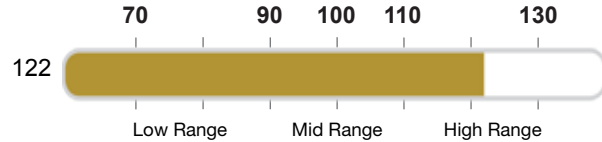
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Empathy

**Empathy** understanding, appreciating how others feel



## What You Said:

Empathy, the ability to recognise, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. Nia, your result indicates that your empathy is well-developed; you are likely empathic towards others, respecting their ideas even when they differ from your own. Your “emotional read” on people is usually accurate, ensuring peers feel safe sharing important issues with you. With a result such as yours:

- you are constantly “tuned in” to how others are feeling.
- you care about others, and take their feelings into consideration before acting.
- it is easy for you to imagine how others feel and predict emotional reactions.
- you could struggle to make decisions that have negative outcomes for others and may find it hard to stay objective when strong emotions are involved.

## Emotional Implications on the Job

**Emotional Implications.** Generally, you “feel” for others more than the average person does, almost always showing sensitivity and respect for others. High Empathy can also be a double-edged sword. Being empathic, your coworkers trust you with their issues and feel comfortable coming to you for advice. You, being very concerned about their feelings, run the risk of taking on their problems, becoming the victim of your empathy.

## Strategies for Action

**Watching a Pro.** Find someone who you believe is an effective communicator and team leader. Observe their communication style in practise, taking note of how they balance their ability to remain empathic and socially responsible with meeting organisational demands. Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to balance organisational and team progress with Empathy.

**Mixing Sugar with Spice.** It is important to ensure that your empathy doesn’t get in the way of handling tough conversations/decisions. Being empathic does not mean being extra nice all the time; you still have deadlines to meet and so does your organisation. When a tough conversation or decision is needed, acknowledge that you may need more preparation time in order to be empathic. Then to prepare:

- Write down what you want to say and rehearse it.
- Be respectful of people’s reactions, but don’t let them derail you.
- Keep in mind that if you mirror the emotion, you will likely intensify the other person’s reaction. For example, if the news you are bringing someone makes them angry, by becoming angry yourself, you are likely to make the situation more heated.

## Balancing Your EI

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

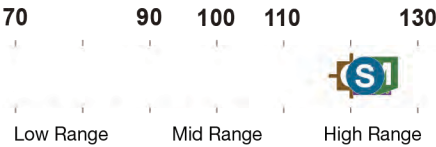
**Empathy (122)** ➡ **Emotional Expression (100)**

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

**Empathy** understanding, appreciating how others feel



## What Your Raters Said:

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.

**Closest 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 behaviour 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 sensitive to the feelings of others.	4	5	5	5		5
2. I am a person who is sensitive to the feelings of others.	5	5	5	5		5
3. I am a person who is sensitive to the feelings of others.	4	5	4.33	4.33		3
4. I am a person who is sensitive to the feelings of others.	5	5	5	5		5
5. I am a person who is sensitive to the feelings of others.	5	4	4.33	4.67		4
6. I am a person who is sensitive to the feelings of others.	5	5	5	4.67		5
7. I am a person who is sensitive to the feelings of others.	5	5	5	5		5
8. I am a person who is sensitive to the feelings of others.	5	5	5	5		5
9. I am a person who is sensitive to the feelings of others.	5	5	5	5		5

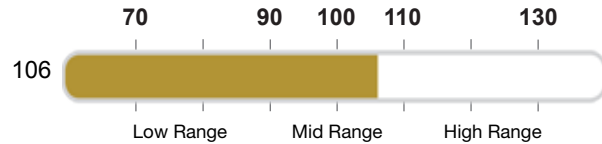
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Social Responsibility

**Social Responsibility** social consciousness; helpful



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

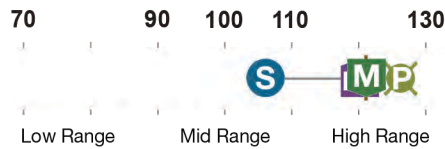
This section compares Social Responsibility with Self-Actualisation, Interpersonal Relationships, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**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 socialise 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 Responsibility** social consciousness; helpful



## What Your Raters Said:

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.

### Biggest Gap

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

YOUR 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 behaviours 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 behaviour? *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

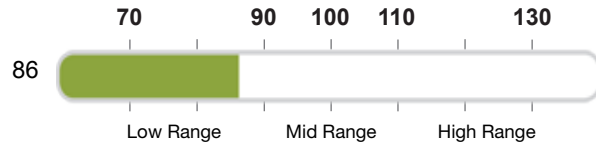
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Problem Solving

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



## What You Said:

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. 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. You may find yourself overwhelmed with the responsibility of making a decision, thus delaying the process of arriving at a timely conclusion. Your result indicates:

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

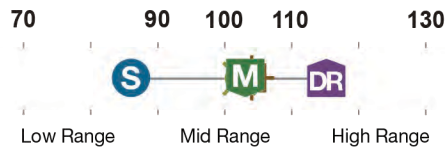
**Problem Solving (86)** < **Reality Testing (107)**

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, recognise these different situations and act accordingly.



# Problem Solving

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



## What Your Raters Said:

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.

**Biggest Gap**

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

YOUR 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

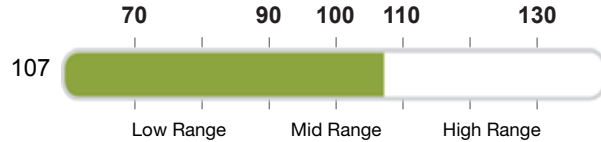
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Reality Testing

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



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

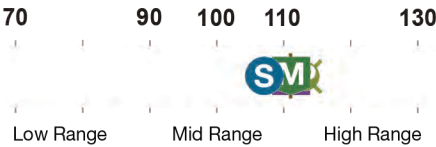
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

**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

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



## What Your Raters Said:

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.

### Closest 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 realistic about my abilities and limitations.	4	4	4	4		4
2. I am realistic about the challenges I face.	4	4	4	4		4
3. I am realistic about the resources I have available.	3	4	3	2.67		3
4. I am realistic about the impact of my actions.	4	3	4	4		4
5. I am realistic about the needs of others.	3	3	4	4		4
6. I am realistic about the consequences of my decisions.	4	4	4	3.67		4
7. I am realistic about the value of my work.	5	4	5	5		5
8. I am realistic about the importance of my goals.	5	5	4	3.67		3

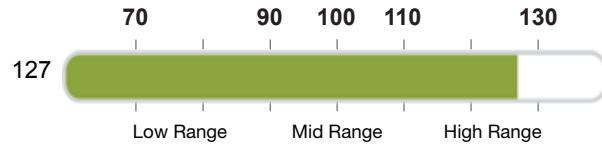
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Impulse Control

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



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

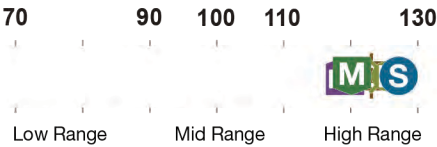
**Impulse Control (127)** ➡ **Assertiveness (82)**

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

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



What Your Raters Said:

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.

**Closest 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
[blurred]	1	2	1	2		1
[blurred]	1	1	1	1		1
[blurred]	1	1	1	1		1
[blurred]	1	1	1	1.67		1.67
[blurred]	2	1	1	1		1
[blurred]	1	1	1	1		1
[blurred]	1	2	1.33	1		1.33
[blurred]	2	1	1	2		1

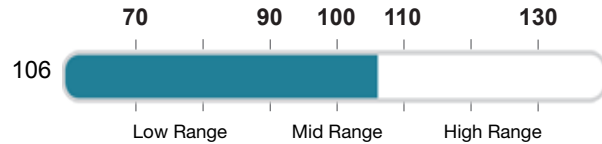
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Flexibility

**Flexibility** adapting emotions, thoughts and behaviours



## What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviours in response to change. Nia, you appear to be accepting of change and shifting priorities in your workplace. You embrace learning new things and remain open to others' opinions and new ways of thinking and doing things. While you likely value progress and innovation, there are some situations where you stick to your tried and true methods, preferring predictability over spontaneity. Some indicators of your result are:

- a willingness to respond to changes in the workplace (e.g., structural changes, new technology, evolving market needs).
- an inclination to enjoy change and find it refreshing.
- hesitation to change at times, most likely when you are under stress or feeling anxious.

## Emotional Implications on the Job

**Emotional Implications.** Your Flexibility suggests that although you frequently adapt your thoughts, emotions, and actions, there are still times when your emotions prevent you from accepting change. For many business people, being a specialist in one's profession is a lifetime pursuit, but keep in mind that it also creates an inherent rigidity. Your emotional attachment to "your ways" can prevent you from adapting to changes in the business.

## Strategies for Action

**The Plastic Brain.** Research suggests that our brains have a lifelong plasticity, that even in adulthood we can learn complex things. Why then has it been so long since we attempted to learn something completely new?

- The key is to move outside of your area of expertise and begin to learn something entirely new (e.g., learn a new language, take fencing or cooking lessons, learn to grow an organic garden) and accept the arduous practise and mistakes that come with taking on a new skill. (Remember learning how to ride a bike?)
- Once you start attaching positive emotions to the small successes you experience in this new area, you will find yourself becoming even more accepting of change in other areas of your life.

**Ask for Help.** When you find yourself being resistant to change, take some time out to solicit the opinions of trusted coworkers and embrace their views on a particular problem and how they would approach it. Particularly under stress, you may find yourself going down the same road you always travel, but if you take the time try out even one new strategy or technique, you will broaden your skill base and enhance your ability to cope with change.

## Balancing Your EI

This section compares Flexibility with Problem Solving, Independence, and Impulse Control. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

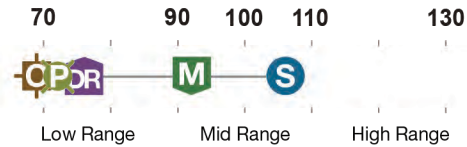
Flexibility (106) < Impulse Control (127)

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

**Flexibility** adapting emotions, thoughts and behaviours



## What Your Raters Said:

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.

### Biggest Gap

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

**YOUR "OTHER" RATER GROUP**

### 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...

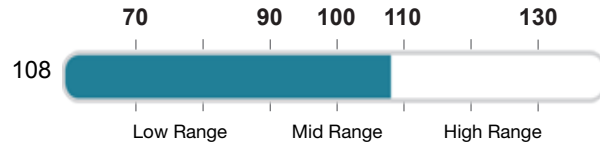
	Self	Manager	Peers	Direct Reports	Family/Friends	Others
	2	2	4	3.67		4
	2	3	4	4.33		4.33
	1	3	4	3		4.33
	2	2	4	4		4
	3	4	4.33	4		5
	2	2	4	3.33		4
	3	4	5	5		5
	3	4	3	3.67		3

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

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# Stress Tolerance

**Stress Tolerance** coping with stressful situations



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

- deep breathing, belly breathing, visualisation exercises
- progressive muscle relaxation, accupressure
- yoga, tai chi, meditation

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

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

## Balancing Your EI

This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

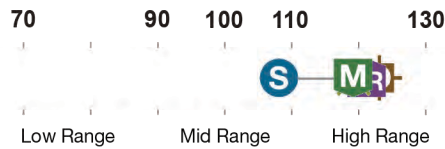
**Stress Tolerance (108)** ➤ **Problem Solving (86)**

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

**Stress Tolerance** coping with stressful situations



## What Your Raters Said:

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.

**Biggest Gap**

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

YOUR "OTHER" RATER GROUP

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 demeanour 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

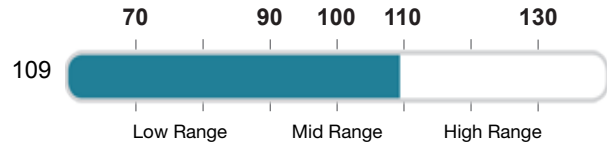
Responses: 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always

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# Optimism

**Optimism** positive attitude and outlook on life



## What You Said:

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

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

## Emotional Implications on the Job

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

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

Optimism (109) ➔ Self-Regard (93)

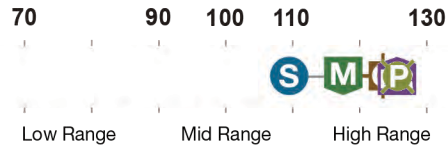
Your Optimism is higher than your Self-Regard. When these two components are working effectively together, self-confidence helps to drive and promote positive expectations about the future. It is good to be optimistic but it is also important to know the skills and expertise that will be required of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





# Optimism

**Optimism** positive attitude and outlook on life



## What Your Raters Said:

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:

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.

### Biggest Gap

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

YOUR 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?*

### Closest Agreement

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

YOUR MANAGER

How your MANAGER rated you:

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

### 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

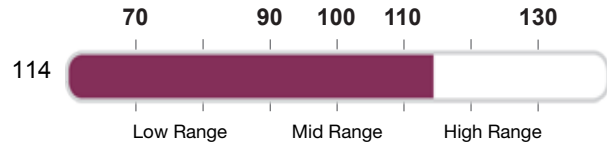
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# Well-Being Indicator

**Happiness** satisfied with life; content

## How to Use this Page

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being.



Your Happiness result is shown below, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

## Happiness

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. Your happiness is seen and experienced as infectious. Your result in Happiness is high, as are your results across the four subscales most connected with Happiness. You may want to look into your lower results on other subscales (Problem Solving, Independence, and Assertiveness) to identify ways your Happiness can bolster these areas. Your result indicates that you may:

- exclude cheerfulness at both work and play while participating in activities you truly enjoy.
- be seen by coworkers 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.

- Reflect on past accomplishments to identify skills that enabled you to be successful.
- If you could improve one facet of your life, what would it be? Why?

### 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.

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

### Interpersonal Relationships (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.

- Are there times when you struggle with your relationships? If so, what causes the struggle and how do you remedy conflict and miscommunication?
- Do you have a mentor? Do you act as a mentor to someone else?

### Self-Actualisation (103)

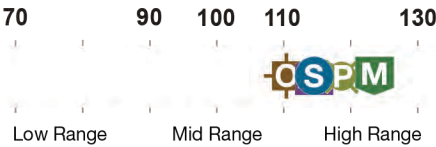
Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of self-actualisation, but further development in this area will help to promote feelings of achievement and overall happiness.

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



# Well-Being Indicator

**Happiness** satisfied with life; content



## What Your Raters Said:

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.

### Closest 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 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
[blurred]	1	1	1	1		1
[blurred]	1	1	1	1		1
[blurred]	4	5	4	4.33		4
[blurred]	4	4	4	4.33		4
[blurred]	5	5	5	4		4
[blurred]	5	5	4.67	4		4
[blurred]	4	5	4.33	4		4
[blurred]	4	5	5	5		4

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

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

# Action Plan

The steps your client takes towards achieving their EI goals will determine whether or not success is realised. Use this step-by-step activity plan to help guide your client towards accomplishing personal objectives. Remember to use the SMART© goal setting criteria for each goal.

- SPECIFIC  
MEASURABLE  
ACTION-ORIENTED  
REALISTIC  
TIMELY

Write down three EI skills or behaviours that require further development (i.e. empathy-reflective listening, emotional self awareness- recognising how your body reacts to stress). The SMART goals should then help to strengthen these EI skills and behaviours.

1.  
2.  
3.

Write down three overall qualities that your client would like to have (i.e., integrity, provid-ing clear leadership, team player, clear communicator). In some way the SMART goals they outline in this action plan should help achieve these qualities identified.

1.  
2.  
3.

Transfer your SMART goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Barriers
Listen to others	In team meetings Starting from today	Other people will listen to me I will get to hear everyone's views	Feedback from the team to say that I am listening to them more Take actions that other people have suggested	From the team to give me honest feedback	Time - often do not have time to listen to views but just need to give instructions. If this is the case need to tell people at the beginning of the meeting

Action Planner (example)

I commit to this action plan \_\_\_\_\_  
(signature)





# EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our

organisation'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 for reaching 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 \_\_\_\_\_