



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

# WORKPLACE

REPORT

Nia Sample

8 June 2023



# EQ-i 2.0 Model of Emotional Intelligence

## SELF-PERCEPTION

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

**Self-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 one's own thoughts and actions and those of 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.

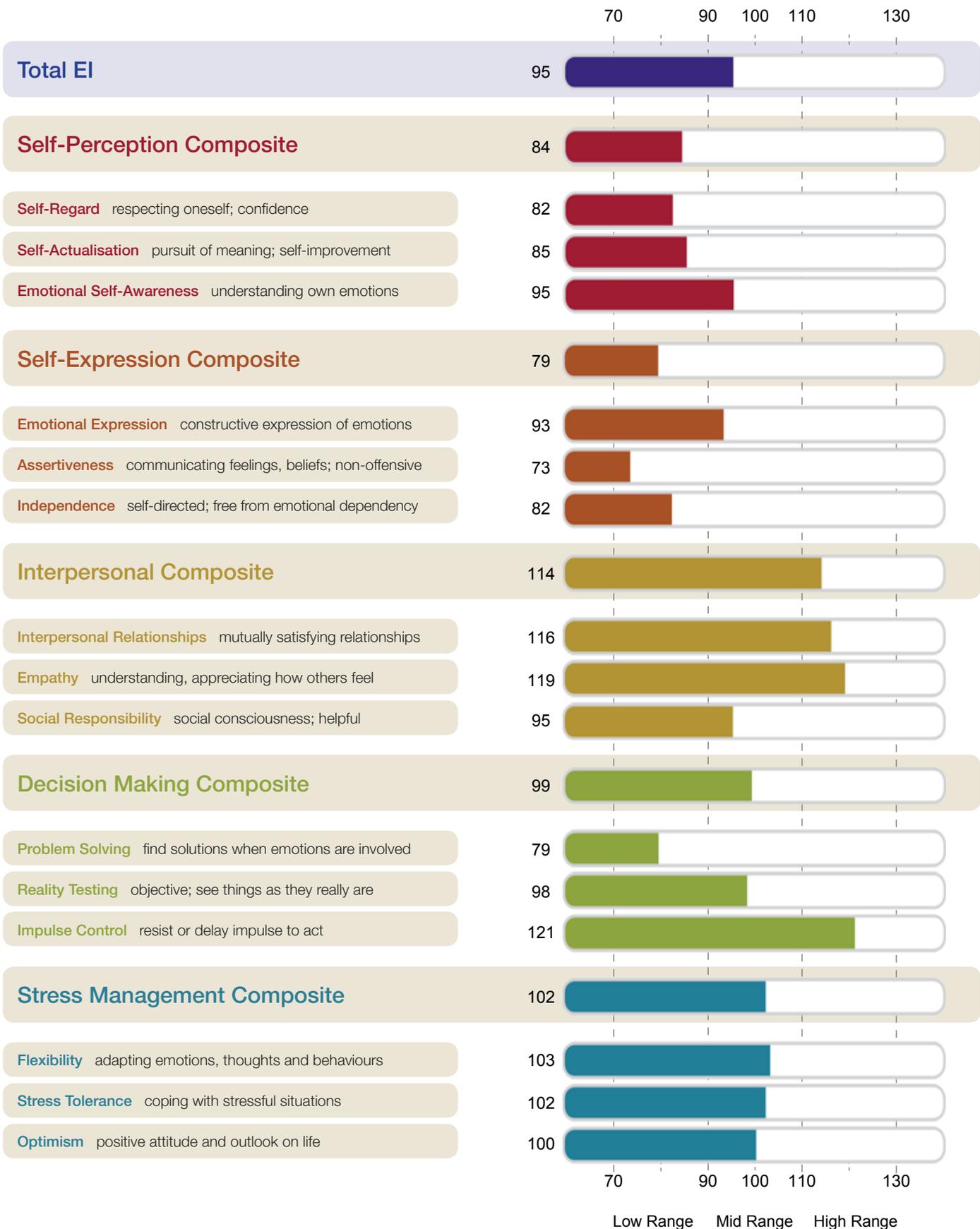
## INTERPERSONAL

**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.

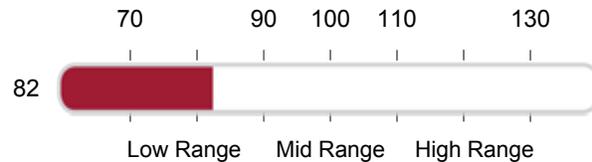
**Social Responsibility** is willingly contributing to society, to one's social groups, and generally to the welfare of others. Social Responsibility involves acting responsibly, having social consciousness, and showing concern for the greater community.

# Overview of Your Results



# Self-Regard

**Self-Regard** respecting oneself; confidence



## What Your Score Means

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

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

### Impact at Work

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

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

### Strategies for Action

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

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

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

SEE what success would look like to you (e.g., I will close this sale with only a 5% discount).

THINK about how you will achieve success; tell yourself (and others) that it is possible to reach it.

DO execute on your plan for success and present yourself accordingly (e.g., maintain eye contact and hold a confident posture—even if you are on the phone, use a steady-paced voice, ask others to hold you accountable).

## Balancing Your EI

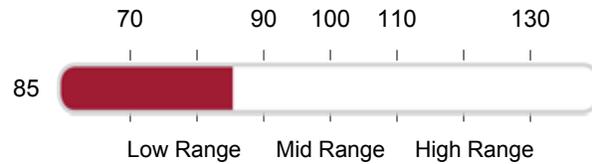
This section compares Self-Regard with Self-Actualisation, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

**Self-Regard(82)**     **Reality Testing(98)**

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-Actualisation

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



## What Your Score Means

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 indicates that you may not find your work fulfilling, nor do you make good use of your strengths. While you likely meet your performance objectives, your score could mean that you go through the motions of your job without the extra effort to enrich your skills and experience. Your result may mean that:

- you have untapped strengths that you wish you had the opportunity to use.
- the goals you set may be attainable but are unlikely to be real stretch goals for you.
- you focus more on day-to-day tasks and less on strategic, big-picture plans.

## Impact at Work

**Emotional Implications.** If you do not find satisfaction in your work then you likely have to “fake” your enjoyment everyday. This emotional labour (feeling one emotion on the inside but displaying a different emotion) is one of the leading causes of job stress and emotional exhaustion. You owe it to yourself to identify activities of real interest—ones that make you a better person—and integrate them into work and your personal life.

**Social and Behavioural Implications.** People who score low on Self-Actualisation fail to leverage their personal strengths and often appear to be disengaged and acting without a plan. While you may accomplish your performance objectives, you rarely set your sights higher than the minimum required for successful performance. This contributes to you being seen as lacking drive or vision to achieve something greater than the current state, and may result in reduced responsibilities or leadership opportunities.

## Strategies for Action

**Discover Your Passion.** Identifying interests and causes that you are truly passionate about will provide the direction and purpose in your life that you may be missing.

What do you love doing in your job? With family/friends? In the community? On your own? If you are unsure of the answers, meeting with a career/life counsellor or taking a career inventory may provide insight.

Examine your schedule over the last few weeks to determine how much time you spent doing things you enjoy.

Make one or two changes that will enable you to spend more time on what you enjoy. You will need to be creative; start small, changing your schedule in 15-minute increments to slowly integrate enriching activities.

**Seek New Responsibilities.** Self-Actualised people put their strengths to good use, personally and professionally.

When was the last time you said “*I am good at doing that, I should do more of it*”? Take just one strength and seek out an opportunity to leverage it. This new responsibility could be formal (e.g., a leadership role on a project), or informal (e.g., organising a fundraiser).

Look at your schedule objectively; remember, self-actualised people have the same number of hours in a day as you do!

## Balancing Your EI

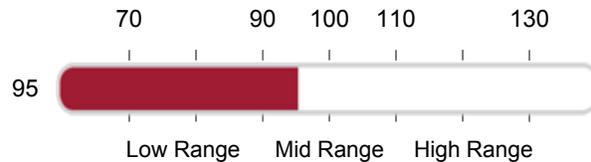
This section compares Self-Actualisation with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualisation is Optimism. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualisation(85)  Optimism(100)

Your Self-Actualisation is lower than your Optimism. Balancing these components involves a “walk the talk” mentality. Optimism should be coupled with concrete activities that actually help you achieve what you believe is possible. Optimism, on its own, does not replace the hard work and good decision making required to be successful.

# Emotional Self-Awareness

**Emotional Self-Awareness** understanding own emotions



## What Your Score Means

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.

## Impact at Work

**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.

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

## Strategies for Action

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

The next time you are in a meeting ask others, "How do you feel about this direction?" or "What is your gut telling you about this decision?"

Identify the causes of your colleagues' emotions and how their emotions impact their buy-in to a decision. This will help not only to show that you care about others' feelings (empathy), but to give you the information you need to predict how colleagues will react in the future.

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

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

## Balancing Your EI

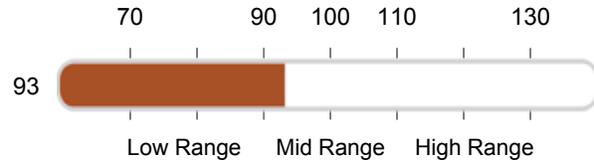
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning.

### Emotional Self-Awareness(95)

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 Expression

**Emotional Expression** constructive expression of emotions



## What Your Score Means

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. 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.

## Impact at Work

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

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

## Strategies for Action

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

Research them first. Find out what triggers these emotions in you and what prevents you from sharing them openly (e.g., "I feel offended and brushed off when my ideas are not accepted by the team. I haven't said anything because I don't want to disrupt the team's harmony").

Find someone you know who is quite adept at expressing these emotions. Ask for his/her advice on how to clearly articulate emotion and overcome the fear of emotional expression.

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

The next time you express what you feel, pay more attention to how the other person is reacting. Notice their facial cues, the tone of their voice, and their body language; does it match what you would expect? For example, are they as happy as you are about your promotion, or do they appear threatened by the change?

This check-in will help remind you that expressing your emotions is not entirely about you—it is also about taking care of others while showing them what you feel!

## Balancing Your EI

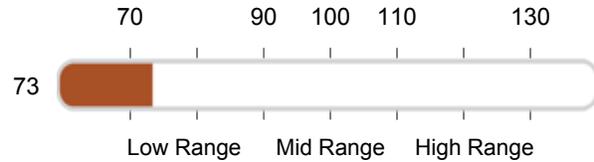
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

**Emotional Expression(93)**       **Empathy(119)**

Your Emotional Expression is lower than your Empathy. Ideally, effective relationships involve emotional reciprocity. By balancing the extent to which you empathise with others and express your own emotions, you create a better two-way channel for communication of thoughts and feelings.

# Assertiveness

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



## What Your Score Means

Picture a line between the words *passive* and *aggressive*. At the middle point of this line lies assertiveness, a place where you work with 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.

## Impact at Work

**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.

**Social and Behavioural Implications.** Your level of assertiveness suggests that you have a tendency to act passively and have difficulty communicating feelings, beliefs, and thoughts openly. Your lack of 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. You could also be seen as lacking initiative, particularly if you are low in independence. Your great ideas may stay hidden from your team and as a result you will not be as enthusiastic or committed to others’ ideas/directions (because you have something better in mind).

## Strategies for Action

**Overcoming Fear.** A common reason for overly passive behaviour is the fear of losing something as 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 future. These will be relatively safe opportunities for you to practice 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. The subscale that differs the most from Assertiveness is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

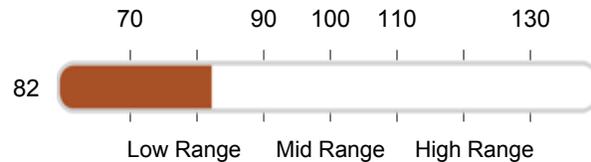
Assertiveness(73)

Empathy(119)

Because your Assertiveness is lower than your Empathy, you may place a greater emphasis on caring for others than you do on being assertive. It is important to recognise that it is possible to be empathic and assertive at the same time. Being sensitive to the feelings of others allows you to express your assertiveness in a way that will be received in the best manner possible.

# Independence

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



## What Your Score Means

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

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

## Impact at Work

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

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

## Strategies for Action

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

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

By simply stating up front that you are the final decision maker, you will be less likely to pass the buck to someone else for the final decision.

You can still gather information and feedback prior to making the decision; just be aware that no one is going to give you the answer—you need to do that on your own.

## Balancing Your EI

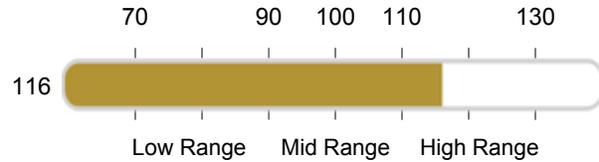
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

**Independence(82)**     **Interpersonal Relationships(116)**

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.

# Interpersonal Relationships

**Interpersonal Relationships** mutually satisfying relationships



## What Your Score Means

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.

## Impact at Work

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

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

## Strategies for Action

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

Do you know what kind of recognition your coworkers prefer? Not everyone likes “Happy Birthday” sung at their desk or a reward given in front of their peers.

Leverage empathy skills to determine what type of recognition motivates and is appreciated by each of your coworkers.

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

The next time you find yourself tempted to hold back your true thoughts for the sake of group happiness, pause.

Write down what you really think or feel. Look at this statement and list all the potential positive and negative outcomes that could occur as a result of sharing your opinion.

If the positives outweigh the negatives, rephrase what you want to say beginning with an agreement statement and ending with your true opinion.

Bring this newly phrased statement to your discussion and be prepared to share it, starting with agreement and ending with your honest thoughts.

## Balancing Your EI

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

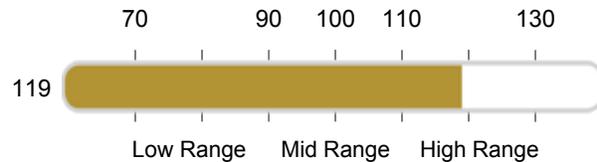
**Interpersonal Relationships(116)**

**Problem Solving(79)**

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.

# Empathy

**Empathy** understanding, appreciating how others feel



## What Your Score Means

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.

## Impact at Work

**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 with their feelings, run the risk of taking on their problems, becoming the victim of your empathy.

**Social and Behavioural Implications.** The intensity with which you care for others is evident in the way you approach your job, whether it be when making decisions, resolving conflict, or leading change; you act in others’ best interests. Because you are constantly on the lookout for emotional reactions, you have a pretty good read of your team’s emotional landscape; you likely know ahead of time how people will react to what you have to say. You may want to be vigilant of putting too much emphasis on others’ feelings, causing you to avoid making tough decisions or dealing proactively with performance issues.

## Strategies for Action

**Watching a Pro.** Find someone who you believe is an effective communicator and team leader. Observe their communication style in practice, 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

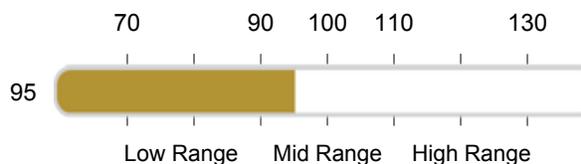
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy(119)  Emotional Expression(93)

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.

# Social Responsibility

**Social Responsibility** social consciousness; helpful



## What Your Score Means

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 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.

### Impact at Work

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

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

### Strategies for Action

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

Look for areas where you have gaps in your active roles. For example, are you more "socially responsible" at work than you are in your community, or vice versa?

Create for yourself a new role with a group of people or with a cause that you have not previously engaged in.

**Taking the Initiative.** Identify two or three charities, nonprofit 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

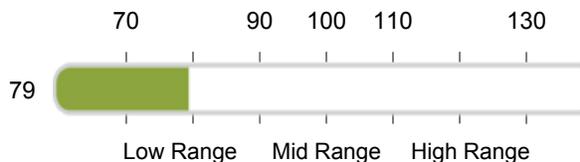
This section compares Social Responsibility with Self-Actualisation, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

**Social Responsibility(95)**  **Empathy(119)**

Your Social Responsibility is lower than your Empathy. To balance these components, feelings of empathy are considered in the broader perspective. When you have a concern for an individual, think about whether that concern also affects others. If so, think about ways that you can express your concern on a more global level. This may mean volunteering more of your time or becoming more involved in your community.

# Problem Solving

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



## What Your Score Means

Problem Solving is not about the quality of your solutions, but rather how effectively you use your emotions in the process of solving a problem. 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.

### Impact at Work

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

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

### Strategies for Action

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

Write down a precise and objective definition for a problem you need to solve (i.e., just like it would appear in a dictionary without including your subjective thoughts/language).

Keep this definition in a place where you can be reminded of it daily. Without any emotional terms, this problem is now simply a task like any other on your to-do list and should be tackled in small steps.

**Watch Your Limit!** Our brains typically handle seven chunks of information, whether we are 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

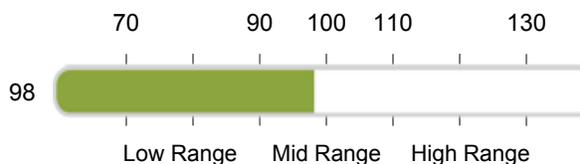
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

**Problem Solving(79)**  **Flexibility(103)**

Your Problem Solving is lower than your Flexibility. To balance these areas, consideration should be given to alternate solutions, but once a course of action is chosen it should be implemented with commitment. Ideally, you want to remain open to changing your plan when required, but doing so too frequently without due cause can be inefficient over the long-term, and create confusion for those around you.

# Reality Testing

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



## What Your Score Means

Call it “being grounded” or “tuned into the situation,” Reality Testing means seeing things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans/goals. 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.

## Impact at Work

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

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

## Strategies for Action

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

Practical actions are specific steps that need to be taken, resources that need to be gathered, or buy-in you need to secure in order to make a decision.

Listing practical actions helps you to stay grounded under pressure by keeping your focus on specific tasks required to reach a bias-free decision.

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

Which of these two extremes best describes you when you are not seeing things realistically?

If you worry about catastrophe, find evidence that says a catastrophe is unlikely. Or try running your catastrophe hypothesis by a third party to see if it's plausible.

If you sugarcoat reality, play the role of “devil’s advocate”; find data that contradicts your overly positive assessment. Also, watch others’ reactions to your positivity; if there is hesitation in their voice or body language, they likely see your positive outlook as unrealistic.

## Balancing Your EI

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

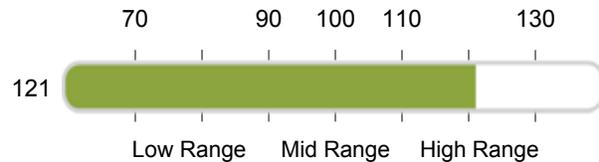
Reality Testing(98)

➡ Problem Solving(79)

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.

# Impulse Control

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



## What Your Score Means

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. 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.

## Impact at Work

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

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

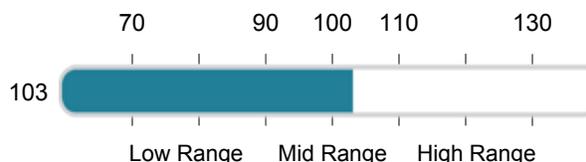
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Assertiveness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

**Impulse Control(121)** ↔ **Assertiveness(73)**

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.

# Flexibility

**Flexibility** adapting emotions, thoughts and behaviours



## What Your Score Means

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.

## Impact at Work

**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 businesspeople, 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.

**Social and Behavioural Implications.** Your result suggests you can tolerate change and may even thrive when change is required. Your tolerance for change is likely welcomed by your organisation and is a desirable skill in today's fast-paced and progressive culture. You may be seen as a champion of change, promoting the benefits of adjustment, and garnering buy-in from your peers. While there are some moments where you prefer sticking with the status quo, this is something that could be easily improved upon in your case.

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

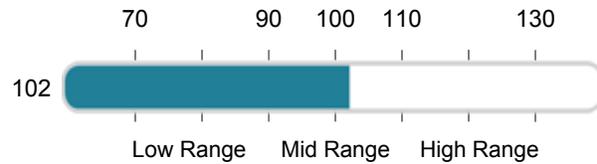
Flexibility(103)

➡ Problem Solving(79)

Your Flexibility is higher than your Problem Solving. It is good to be open to change and to consider options, as long as you don't get stuck making a decision or postponing action. The best decisions usually involve proper consideration of alternatives, and the ability to act when needed.

# Stress Tolerance

**Stress Tolerance** coping with stressful situations



## What Your Score Means

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.

### Impact at Work

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

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

### 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, acupressure
- yoga, tai chi, meditation

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

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

## Balancing Your EI

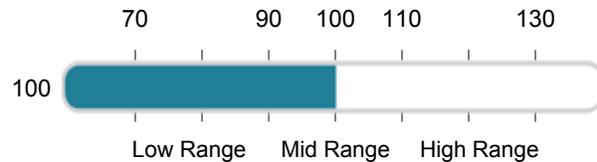
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance(102)  Problem Solving(79)

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.

# Optimism

**Optimism** positive attitude and outlook on life



## What Your Score Means

Optimism, the ability to remain positive despite setbacks, often differentiates between “star performers” and others in the workplace. It permeates almost every application of EI, from helping you persevere to enabling you to view change as a good thing. 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.

## Impact at Work

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

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

## Strategies for Action

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

Identify the trigger for your pessimism. Is it when timelines are tight? Are you in a leadership role and 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

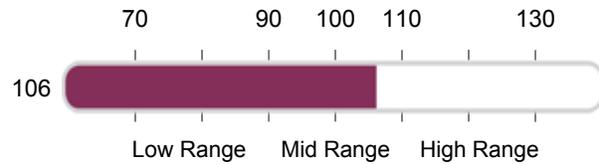
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. The subscale that differs the most from Optimism is Self-Regard. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism(100)  Self-Regard(82)

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.

# 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 more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

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

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

### Self-Regard (82)

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

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

### Optimism (100)

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 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 (116)

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 (85)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your low Self-Actualisation suggests that you may not be realising your fullest potential, or that your current situation is not fulfilling your needs and values. This may dampen feelings of achievement and overall happiness.

- If you could write a story about your life, what would you want it to say? Are your daily actions telling this story?
- What legacy will you leave behind?

# Action Plan

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

**S**PECIFIC  
**M**EASURABLE  
**A**CTION-ORIENTED  
**R**EALISTIC  
**T**IMELY

Write down up to three EI skills or behaviours that you would like to further develop (e.g., “reflective listening” to build empathy, or “recognising how my body reacts to stress” to raise emotional self-awareness). The SMART goals that you outline in the template should help to strengthen these EI skills and behaviours.

- 1.
- 2.
- 3.

Write down up to three overall qualities that you would like to have (e.g., integrity, providing clear leadership, team player, clear communicator). In some way the goals you outline in this action plan should help you achieve the overall qualities you identified.

- 1.
- 2.
- 3.

Transfer your SMART goals into the action plan template below.

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

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 to reach your personal goals.

## My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

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

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