

# Emotional Intelligence Profile 360

Individual  
report

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# About this report

This report is based upon the **Emotional Intelligence Profile** 360 assessment, which collects and evaluates perceptions of your personal and interpersonal effectiveness. Ratings are based on your responses and the responses of your raters.

The results give an indication of current performance and provide a platform from which an accurate picture of your strengths and development areas can be built.

The information within this report should be treated as confidential.

## How to use this report

Feedback has been collected from up to five perspectives; **self, line manager, peers, direct reports** and **others**. All 360 items are rated against a **1 to 6** scale:

- |   |  |
|---|--|
| <b>1</b> - Hardly, if ever (5% of time) | <b>4</b> - Frequently (60% of time)    |
| <b>2</b> - Rarely (20% of time)         | <b>5</b> - Usually (80% of time)       |
| <b>3</b> - Sometimes (40% of time)      | <b>6</b> - Nearly always (95% of time) |
|   | <b>N</b> - No opportunity to observe   |

### Important tips:

- Feedback is provided against the Emotional Intelligence Profile 360 items only.
- Open and honest feedback is rare but is vital for personal development. All feedback is valuable and should be viewed as an opportunity for learning and development.
- Feedback is based on perceptions and should be used as a guide for development not an absolute.
- Emotional Intelligence can be developed; use the feedback to clarify your current strengths and areas for future development.

The purpose of this report is to help you increase your Emotional Intelligence through a clear understanding of your personal and interpersonal impact.

# Introduction to Emotional Intelligence

Emotional Intelligence is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Emotional Intelligence provides a framework for understanding how you manage yourself to be personally and interpersonally effective:

## Personal Intelligence

- Being effective at picking up what is going on inside of you (**Self Awareness**) and taking appropriate actions to manage yourself (**Self Management**).

## Interpersonal Intelligence

- Being effective in picking up what is going on for other people (**Awareness of Others**) and taking appropriate action to manage them (**Relationship Management**).

Your Emotional Intelligence is influenced by your attitudes. In particular, your attitude towards yourself (**Self Regard**) and your attitude towards other people (**Regard for Others**). To make developmental changes stick, it is important to develop the right attitudes along with your behaviours. The relationship between the various parts of Emotional Intelligence is shown in the diagram below.

	Personal Intelligence	Interpersonal Intelligence
Behaviour	Self Management	Relationship Management
Feeling	Self Awareness	Awareness of Others
Attitude	Self Regard	Regard for Others

The Emotional Intelligence framework focuses you on the personal changes you may need to make in order to get the best out of yourself and truly engage, inspire and motivate others.

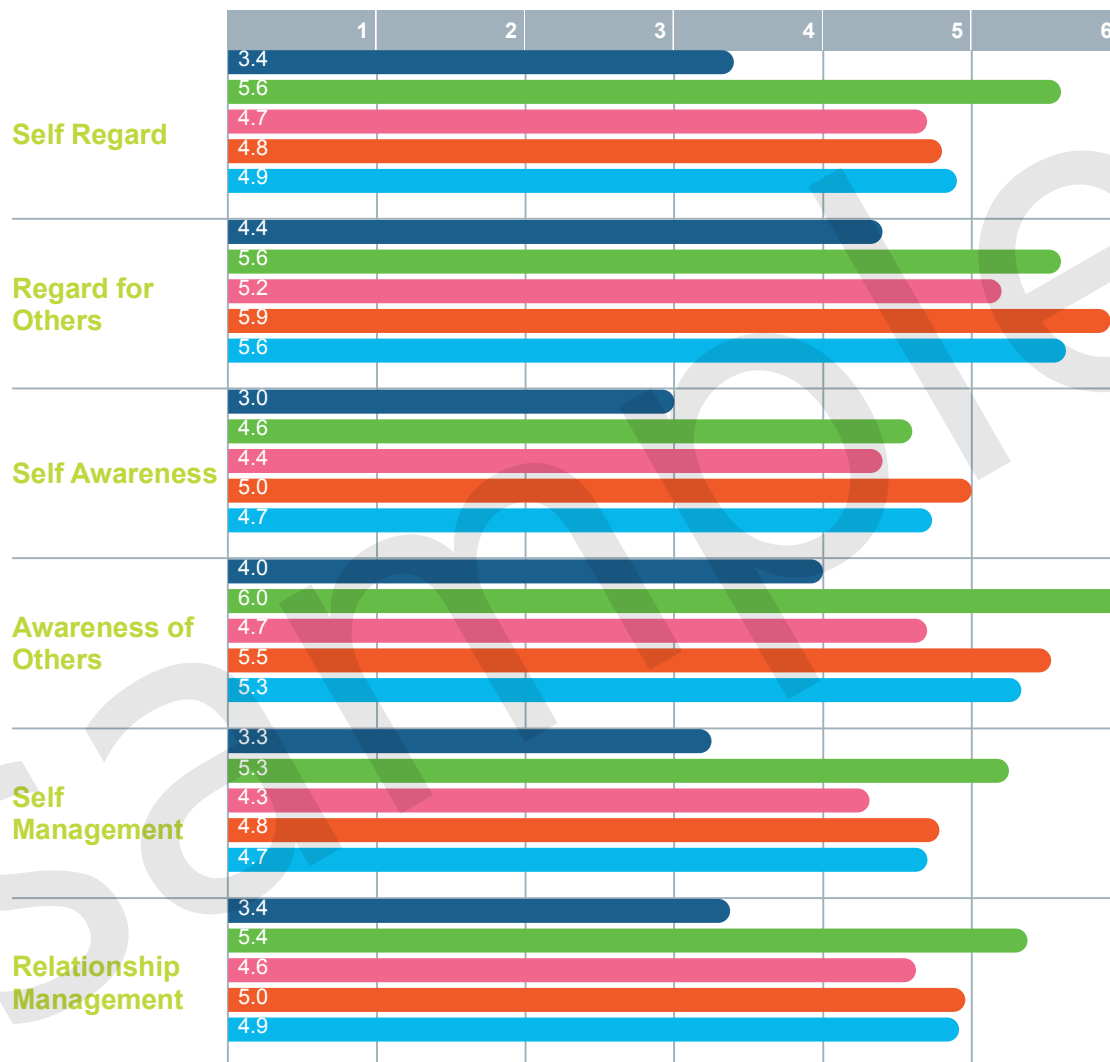
# Your Emotional Intelligence 360 overview

The diagram below displays the average rating from yourself and all your raters against the Emotional Intelligence framework. This diagram enables you to see any gaps in perception between yourself and your raters.



# Your rater groups

The tables below display the average ratings given against the Emotional Intelligence framework by your different rater groups. These tables enable you to see any gaps in perception between yourself and your rater groups.



■ Self rating  
■ Peers  
■ Others

1 - Hardly, if ever  
 3 - Sometimes  
 5 - Usually

■ Line Manager  
■ Direct Reports  
■ Average rating (excludes self rating)

2 - Rarely  
 4 - Frequently  
 6 - Nearly always

# Your strengths

The table below displays the five items that received the **highest** average rating from your raters. These items may indicate areas of strength.

Avg. rating	Item	Scales
5.7	Shows appreciation of others	Regard for Others
5.7	Values people's differences	Regard for Others
5.7	Is accepting and tolerant of others	Regard for Others
5.7	Shows compassion and genuine care towards people	Regard for Others
5.7	Shows a sincere interest in people's well-being	Awareness of Others

Average rating (excludes self rating)

1 - Hardly, if ever

2 - Rarely

3 - Sometimes

4 - Frequently

5 - Usually

6 - Nearly always



# Your development areas

The table below displays the five items that received the **lowest** average rating from your raters. These items may indicate areas for development.

Avg. rating	Item	Scales
3.7	Is clear on what is important and how to make things happen	Self Management
3.8	Handles conflict effectively	Relationship Management
4.2	Learns from mistakes	Self Awareness
4.3	Is self-assured and displays self-confidence	Self Regard
4.3	Willingly extends their 'comfort-zones'	Self Regard



Average rating (excludes self rating)

1 - Hardly, if ever

3 - Sometimes

5 - Usually

2 - Rarely

4 - Frequently

6 - Nearly always

# Your hidden strengths

The table below displays up to five items that show the biggest difference; where others rated you **higher** than you rated yourself. These items may indicate areas of hidden strength.

Self rating	Avg. rating	Item	Scales
3	5.3	Shows tact and sensitivity in dealing with people	Awareness of Others
3	5.3	Maintains an effective balance between work and personal life	Self Management
3	5.3	Appears content and happy	Self Regard
3	5	Listens well	Awareness of Others
3	5	Works collaboratively and effectively with others	Relationship Management

Self rating

1 - Hardly, if ever  
3 - Sometimes  
5 - Usually

Average rating (excludes self rating)

2 - Rarely  
4 - Frequently  
6 - Nearly always

# Your blind spots

The table below displays up to five items that show the biggest difference; where others rated you **lower** than you rated yourself. These items may indicate your blind spots.

You have no items in this section

sample

Self rating

1 - Hardly, if ever  
3 - Sometimes  
5 - Usually

Average rating (excludes self rating)

2 - Rarely  
4 - Frequently  
6 - Nearly always

# Your item analysis

The tables in the following section display the spread of scores given by yourself and all rater groups on each item. The average score for each item is shown, alongside the number of times a particular score was given by each rater group. Each item is arranged in order by the average rating. The number (1–7) at the top of each column represents the rating given. If you had only one rater complete in any group (except line manager) their score will not be shown and is indicated by \*.

## Raters included in this report

Direct Reports	3
Line Manager	1
Peers	2

sample

## Self Regard

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others *						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Displays modesty and humility	4	5.5					1							1	1						1	2								
Appears content and happy	3	5.3						1					1		1						2	1								
Behaves in a non-defensive manner	3	5						1					1	1							3									
Is self-assured and displays self-confidence	3	4.3						1						2							2	1								
Willingly extends their 'comfort-zones'	4	4.3							1					1	1						1	2								

■ Self rating  
■ Peers  
■ Others

1 - Hardly, if ever  
 3 - Sometimes  
 5 - Usually  
 N - No opportunity to observe

■ Line Manager  
■ Direct Reports  
■ Average rating (excludes self rating)

2 - Rarely  
 4 - Frequently  
 6 - Nearly always

## Regard for Others

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others *						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Shows appreciation of others	5	5.7					1							1	1							3								
Values people's differences	4	5.7						1						1	1						1	2								
Is accepting and tolerant of others	4	5.7					1							1	1							3								
Shows compassion and genuine care towards people	5	5.7						1						1	1							3								
Demonstrates regard for others' capability	4	5.5						1						1	1							3								

■ Self rating  
■ Peers  
■ Others

1 - Hardly, if ever  
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■ Line Manager  
■ Direct Reports  
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 4 - Frequently  
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## Self Awareness

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others *						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Seeks and responds to feedback	3	5					1						1	1						2	1									
Demonstrates awareness of their strengths, weaknesses and limits	3	5					1						1	1						2	1									
Recognises own feelings and how they affect their actions	3	4.8					1						1	1						3										
Shows awareness of the impact their behaviour has on others	3	4.7					1						1	1				1		1	1									
Learns from mistakes	3	4.2				1							1		1					1	2									

■ Self rating  
■ Peers  
■ Others

■ Line Manager  
■ Direct Reports  
■ Average rating (excludes self rating)

1 - Hardly, if ever  
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## Awareness of Others

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others *						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Shows a sincere interest in people's well-being	5	5.7						1						1		1						3								
Demonstrates empathy towards people	5	5.5						1						1		1						1	2							
Shows tact and sensitivity in dealing with people	3	5.3						1						1	1							1	2							
Seeks to understand what matters to others	4	5.2						1						1	1							2	1							
Listens well	3	5						1						1	1							3								

Self rating  
Peers  
Others

Line Manager  
Direct Reports  
Average rating (excludes self rating)

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## Self Management

	Self rating	Avg. rating	Line Manager						Peers						Direct Reports						Others *									
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Maintains an effective balance between work and personal life	3	5.3					1						1	1							3									
Acts in a dependable and reliable manner	4	4.8						1					1		1					2	1									
Demonstrates a strong 'can-do' attitude	4	4.8					1						1	1					1		2									
Adapts appropriately to different people and situations	3	4.8					1						1		1					1	2									
Displays emotional resilience and bounces back quickly from setbacks	3	4.8					1						1	1							2	1								
Stays calm and composed in challenging situations	3	4.7						1						2						1	2									
Displays authenticity	3	4.7						1						2					1		1	1								
Is clear on what is important and how to make things happen	3	3.7					1						1		1				2	1										

■ Self rating  
■ Peers  
■ Others

■ Line Manager  
■ Direct Reports  
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## Relationship Management

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others *						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Displays appropriate trust in others	4	5.5						1						1	1						2	1								
Demonstrates enthusiasm and energy	4	5.3						1					1		1					1		2								
Effectively builds and maintains good working relationships	4	5.3					1						1		1						1	2								
Works collaboratively and effectively with others	3	5						1					1	1							1	1	1							
Is open with people	3	5					1						1	1							2	1								
Inspires and motivates others to perform well	3	4.8						1					1	1							1	2								
Displays a realistically optimistic attitude	4	4.4					1						1	1							1	1		1						
Handles conflict effectively	2	3.8						1					1	1							1	2								

Self rating  
Peers  
Others

Line Manager  
Direct Reports  
Average rating (excludes self rating)

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# Your rater comments

The following comments are made by your 360 feedback raters.

## What you should stop doing

Avoiding difficult subjects or emails

Being avoidant when things get a little tough  
Being too self-critical  
Less suspecting of others

Difficult to say but perhaps not be too humble and tentative

I can't think of anything Alex should stop doing.

Just be a bit clearer with communication, making sure not to skirt around issues. But generally don't need to stop doing anything

# Your rater comments

The following comments are made by your 360 feedback raters.

## What you should do differently or start doing

Being more assertive

Having those difficult conversations sooner rather than later instead of letting things build up

I think Alex has to be the bridge between departments and often has to be very delicate in how he handles different personalities within the business. There is a degree of inference in this opinion but I wouldn't be surprised if there was room for Alex to be more assertive regarding boundaries and pushing back on others requests of him.

I know that you don't do details, but if you are aware of this then maybe it could be developed?

Inform others more about his outcomes and activities. Promote himself at the same time

# Your rater comments

The following comments are made by your 360 feedback raters.

## What you should continue to do

Continue to be the positive and active person that he is. Continue with the empathy and bad jokes and contributing to the positive climate in the office

Being a genuinely good person! He is reliable, knowledgeable and caring, and great to have around, as a colleague and also a friend.

Very perceptive of other people's feelings

Alex should continue being a open, transparent and positive influence in the work place.

Being supportive and having genuine concern for others

Having a great sense of humour that can lighten the mood any day!

Continue being a positive and supportive character

# Appendix

## Your personal development

Answer the questions below to begin mapping out a personal development plan.

### Your reflections

- What have you learnt or become aware of from reading your Behaviours 360 report?

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### Your strengths

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage

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### Your development

- How are your development areas limiting or hindering your performance?
- What actions can you take to address your development areas?

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# Your actions

Action	Support I will need	How I will measure success	By when

Your Emotional Intelligence Profile 360 report provides you with valuable feedback. By sharing your profile with your manager, you will be providing them with vital information to help them support your development.

Following your discussion with your manager, please update your personal development plan.



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