



# Executive report

**Sam Sample**

Wednesday 5 April 2017

General Working Population (sample size 1634)

eip3

Emotional Intelligence Profile





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# About this report

This is a confidential report which is to be used under the guidance of a trained professional who is qualified to use the **Emotional Intelligence Profile**. The information in this report should only be disclosed to third parties with the prior agreement of the participant.

A full understanding of this analysis should also take into account other relevant information such as personality, actual experience, skills and knowledge, current circumstances, culture etc.

**Your Executive report contains the following information:**

- A brief explanation of the six key parts of Emotional Intelligence
- Your score on sixteen different aspects of Emotional Intelligence
- A description of your score on each of the sixteen Emotional Intelligence scales
- A list of your responses to each question
- A colour coded summary of your profile in relation to the six key parts of Emotional Intelligence

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

# Introduction to Emotional Intelligence

Emotional Intelligence (EI) is a combination of attitudes and behaviours that distinguish outstanding performance from average performance. Individuals with higher EI will be better able to manage themselves and their relationships to be both personally and interpersonally effective. The framework shown below provides an organising structure for the different facets of EI and how they are related. The two main streams of EI are:

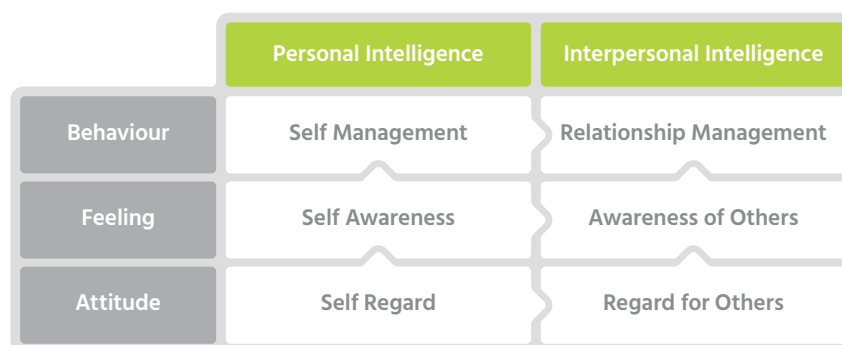
## Personal Intelligence

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 actions 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.



## Who you are being compared against

The Emotional Intelligence questionnaire is a self-report measure and your Profile reflects your self-perceptions. Your results are based on a comparison with a cross section of the working population or specific group within the working population (as shown on the cover page).

# Your Emotional Intelligence Profile

## Linear scoring

Scores are presented on a 1 to 10 scale relative to the comparison group (this is called a sten score). A mid-range score of 5 or 6 indicates that your score was similar to the average of the comparison group. Scores further away from the mid-point indicate you were higher or lower than the average range. A sten score of 8 to 10 would indicate you rated yourself higher than most people (in the highest 15% of the comparison group). The ideal position is to score higher on each scale.

## Attitude

### 1 Self Regard



The degree to which you accept and value yourself.

### 2 Regard for Others



The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

## Feeling

### 3 Self Awareness



The degree to which you are in touch with your physiology, feelings and intuitions.

### 4 Awareness of Others



The degree to which you are in touch with the feelings of others.

## Self Management

### 5 Emotional Resilience



The degree to which you are able to pick yourself up and bounce back when things go badly for you.

### 6 Personal Power



The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

### 7 Goal Directedness



The degree to which you relate your behaviour to long-term goals.

### 8 Flexibility



The degree to which you feel free to adapt your thinking and your behaviour to changing situations.

### 9 Connecting with Others



The extent and ease with which you are able to make significant connections with other people.

### 10 Authenticity



The degree to which you invite the trust of others by being principled, reliable, consistent and known.

## Multi-scale scoring

Multi-scale scores are also presented on a 1 to 10 sten scale relative to the comparison group. Mid-range scores (5 or 6) indicate you were similar to the average for the comparison group. Scores further away from the mid-point mean you were higher or lower than average. Multi-scale scores measure whether you display too much, too little or the ideal amount on a particular scale. The ideal position is to score low on the red scales (too little and too much) and high on the green scale (ideal). The blue bar represents the degree to which this overall balance between the three scales is achieved.

## Relationship Management

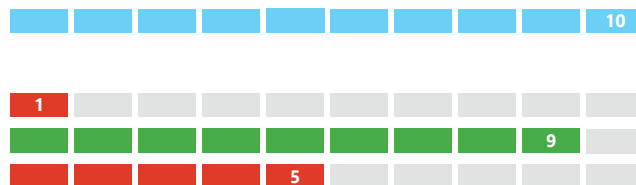
### 11 Trust

Your tendency to trust others.

**Mistrusting**

**Carefully Trusting**

**Over Trusting**



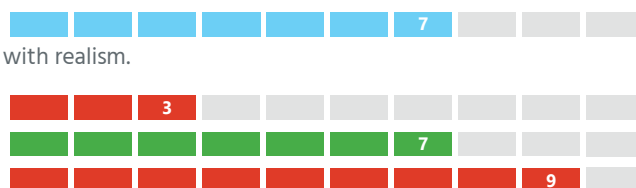
### 12 Balanced Outlook

How well you manage to balance optimism with realism.

**Pessimistic**

**Realistically Optimistic**

**Over Optimistic**



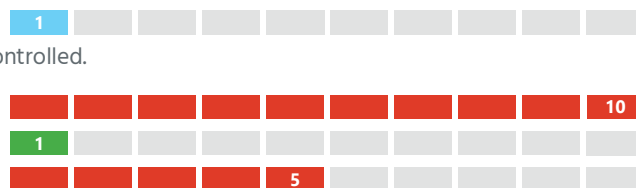
### 13 Emotional Expression and Control

The degree to which you are emotionally controlled.

**Under Controlled**

**Free and in Charge**

**Over Controlled**



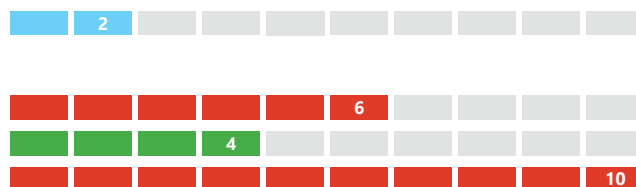
### 14 Conflict Handling

How well you handle conflict.

**Passive**

**Assertive**

**Aggressive**



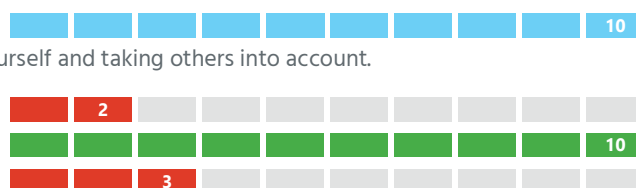
### 15 Interdependence

How well you manage to balance taking yourself and taking others into account.

**Dependent**

**Interdependent**

**Over Independent**



## Developing your Emotional Intelligence

### 16 Reflective Learning

The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.



# Your narrative section

## 1 Self Regard



### Definition

The degree to which you accept and value yourself.

### Interpretation

Your Self Regard score was fairly low compared to the comparison group. Developing and maintaining your Self Regard or self-esteem is a prerequisite for effective behaviours. Having slightly lower regard in yourself may manifest in occasional self-doubt and insecurity. You may sometimes worry about your shortcomings and put yourself down. Lower Self Regard may also distort your awareness causing you to interpret experiences negatively. For successful people low Self Regard is often a byproduct of success; having received a lot of positive feedback, self-esteem can become exclusively contingent on getting more positive feedback. Such thoughts corrode a broader sense of self-worth and promote a preoccupation with the need to feel competent. A fear of 'being found out' can lead a person to stick rigidly within their comfort zones or seek to prove themselves repeatedly. It is important not to let your occasional lower Self Regard become pervasive. This could lead to more exaggerated and rigid habits; for example, feeling the need to be the centre of attention, avoiding people altogether, insisting on being in charge or avoiding any responsibility. Individuals that excel in the workplace take steps to maintain and cultivate their Self Regard.

### Your key descriptors

- May ignore positive feedback and be self-critical.
- Lowered self-confidence in some situations.
- Possible need to continually prove oneself.
- Some rigid or inflexible behaviour.
- Tendency to worry about personal shortcomings.

### Development suggestions

- Once a day take a few minutes to notice your 'inner critic' and challenge it with the question, "Is that really true?". Ask others who know you well for their opinion on what you doubt about yourself, they are likely to have a valuable perspective.
- Reject any 'put-downs' that come your way. A 'put-down' is when someone (including yourself) criticises something about who you are as a person rather than what you have done. Every time you say something negative about yourself, counter it with something positive.
- Foster team spirit by giving and accepting compliments from others rather than dismissing them. Dismissing a compliment may make the person giving the compliment feel rejected and reduce rapport.
- Each day allocate uninterrupted time for yourself to do what you want both in work and outside of work.



**Definition**

The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

## Interpretation

Your Regard for Others score was very high compared to the comparison group. Regard for Others lies at the heart of effective behaviour and getting the best from people. Demonstrating Regard for Others will help you build trust, work collaboratively and create effective working relationships. By displaying Regard for Others, people will likely feel valued and their regard for themselves will increase. Your tendency to be less judgmental of others will enhance your ability to truly listen, be aware of people's needs and respond appropriately. Cultivating and maintaining a positive attitude towards people will support you in displaying compassion and humility. If your goal is to inspire high performance, then it is critical to continue to show Regard for Others and pay attention to their needs so that they feel significant and motivated.

### Your key descriptors

- Listen well, pay attention and respond to people's needs.
- Praise and motivate people.
- Value and build strong relationships.
- Take time to support and develop people.
- Show empathy, care and understanding towards others.

## Building and managing strengths

- Continue to listen carefully to people's motivations and delegate work that will develop their full potential.
- Use your warmth, caring nature and enthusiasm towards people to inspire them to reach beyond their comfort zones.
- Be sure to look after your own needs as well as those of others; if you make too many sacrifices you may start to resent people and feel that they have taken advantage of you.
- Continue to demonstrate your natural compassion towards people, even when you deliver difficult messages or give people feedback.

**Definition**

The degree to which you are in touch with your physiology, feelings and intuitions.

## Interpretation

Your Self Awareness score was low compared to the comparison group. Self Awareness in Emotional Intelligence terms goes beyond self-knowledge; for example, knowing what you are good or poor at, personal likes and dislikes or typical patterns of behaviour. In this case, Self Awareness is the awareness of your physiology and feelings in a given moment in time and an understanding of the impact these have on thinking and behaviour. A low Self Awareness score suggests you are likely to be less aware of your feelings, needs and typical reactions to things. If you tend not to notice your feelings until they are very strong, then it becomes increasingly difficult to intervene and prevent feelings from negatively impacting your behaviour, for example increasing frustration turning quickly to anger. Likewise, if you ignore or do not notice how you feel under stress, you are less likely to learn what causes you stress or manage stress effectively. You may be ignoring or shutting yourself off from your feelings. This is especially likely to happen if you do not like the way you feel or have low Self Regard. Attempting to ignore, bottle or compartmentalise emotions will lead to a distorted perspective and poor health outcomes. Developing your Self Awareness so that you know when you can physically and mentally perform at your best and when you need to relax and recover, will help you create a more sustainable platform for high performance.

### Your key descriptors

- Unaware of own emotional states causing reactive behaviour.
- Limited range of emotional expression when communicating with others.
- Not incorporating intuition into decision making.
- Attempts to ignore, bottle or compartmentalise emotions.
- Lack awareness of own values and needs.

## Development suggestions

- Keep a record of your emotional responses. This helps to identify your emotional reactions, which provides a first step to managing them.
- Choose to share your feelings with someone you trust. Talking through your feelings may help you to learn your own patterns of behaviour and when they may impact on your personal performance.
- Be prepared to listen to and trust your gut reaction. Next time you make a work related decision check whether it feels like the right decision, as well as if it is logically the right decision.
- Consider how your feelings from yesterday may still be affecting your feelings and/or your behaviour today. Ask yourself how this might impact on your personal management style and how others view you.

**Definition**

The degree to which you are in touch with the feelings of others.

**Interpretation**

Your Awareness of Others score was high compared to the comparison group. This ability is a vital attribute for understanding how to motivate, engage and manage people. A high Awareness of Others score suggests you are likely to understand, empathise and pay attention to the feelings of others. You may notice people's individual needs and wants and therefore adapt and respond appropriately to them. You may display high levels of interpersonal sensitivity and empathy. Empathy is the ability to understand how others are feeling and is essential for building relationships, team-working, handling conflict, motivating and influencing others. Underlying your high Awareness of Others may be an appreciation for and valuing of individual differences. If, on the other hand, your Regard for Others is low, your Awareness of Others may be negatively distorted. For example, you may be hyper vigilant of others because you assume people cannot be trusted. Cultivating positive underlying attitudes towards others will increase your ability to develop and coach people effectively. Continuing to develop Awareness of Others will make a considerable difference to your success in managing change and influencing people.

**Your key descriptors**

- Show a keen interest in and understanding of people.
- Display tact, interpersonal sensitivity and empathy.
- Pay attention to and show consideration for people's feelings.
- Display a flexible interpersonal style.
- Develop a clear understanding of individuals' motivations and needs.

**Building and managing strengths**

- Keep using your listening skills to encourage others to talk honestly and openly about how they are feeling. This alone provides support and builds trust.
- Continue to practice empathy; step into another person's shoes to feel and experience the world as they do. This is most challenging to do with those that you feel threatened by.
- Encourage colleagues to share what is on their mind, prompt and really listen to the content of what they are saying. Mirror their body language subtly thereby giving a non-verbal message that you are interested in what they are saying.
- Observe people in a meeting and practice trying to understand how they might be feeling. Test out your assumptions with those people and seek to learn what a few people's body language means.

**Definition**

The degree to which you are able to pick yourself up and bounce back when things go badly for you.

## Interpretation

Your Emotional Resilience score was low compared to the comparison group. Inevitably in work and life there will be challenges, set backs and pressures to deal with. Your low score suggests you may be finding it difficult to cope with adversity and you may feel despondent, exhausted, stressed or even 'burnt out'. You may have a tendency to focus on negative events, become anxious, assume problems are unsolvable (at least by you) and engage in excessive worry. If you are not applying your inner resources to cope with demands as effectively as you might, you could feel at the mercy of strong emotions and reactivity. Lower Emotional Resilience can be perpetuated if you are unforgiving towards yourself, perfectionist, sacrifice too much of yourself to work and fail to engage in enough recovery time to sustain your performance. You may have a habit of trying to ignore emotional and physical signals that indicate your need to renew energy. As a result, you may feel drained, emotionally fragile or your physical health may be affected. Cultivating the habits of mind, body and behaviour that enhance Emotional Resilience will help counter the effects of stressful roles and create resilient leadership performance.

### Your key descriptors

- Tendency to exaggerate problems.
- Become despondent easily or take things to heart.
- Take a long time to bounce back from disappointments.
- Tendency to ruminate on issues or be unforgiving towards yourself.
- Strong negative feelings such as anxiety or stress.

## Development suggestions

- If you are feeling the effects of stress on your physical health, particularly if you are living an unhealthy lifestyle, look after yourself physically, for example through exercise and nutrition.
- Ask for support from a trusted individual. Talk through your concerns to gain a different perspective and establish a rounded view of the issues.
- Distract yourself from stressful situations temporarily by doing a physical activity, such as go for a walk, have an informal conversation or breathe deeply with your eyes closed for twenty seconds.
- Attempt to understand what causes you negative stress by writing down those situations in which you felt under pressure. Note down how you reacted and the events leading up to the stressful situation. You may then choose to ask for help or delegate during these situations.

**Definition**

The degree to which you believe that you are in charge of and take sole responsibility for your outcomes.

## Interpretation

Your Personal Power score was low compared to the comparison group. People displaying high Personal Power recognise what they can influence, exercise choice in their actions and decisions, accept accountability and feel empowered. Your low score suggests that you currently do not believe you have significant influence or control over events or circumstances, perhaps in certain areas of your work. People tend to act in accordance with their beliefs; if you believe you can or you believe you can't do something, then this is what will probably happen. You may also display a tendency to externalise responsibility; for example, blaming others for failures, not acknowledging your own successes or avoiding responsibility. This may cause you to feel generally disempowered or despondent, which affects the confidence you have in your skills, abilities and effectiveness to make things happen. Feeling confident and able to make a difference is often tied up with our expectations. If you have a tendency to set the bar too high you may feel like giving up or if you set it too low you may become bored. Developing your Personal Power so you feel more empowered and self-assured is an important aspect of self-determined behaviour.

### Your key descriptors

- Less likely to seek out opportunities for control and more responsibility.
- Dependency on others to make decisions or take action.
- Can feel disempowered and frustrated by perceived constraints.
- Externalising responsibility e.g. blaming others, not being accountable for your own actions.
- See self as a passive victim of circumstance.

## Development suggestions

- When there appears to be no choice, stop and challenge yourself to identify at least three options that have desirable consequences. If you find it difficult to identify clear options, elicit advice from someone who can help.
- Note down every time you start a sentence with 'I should' or 'I must'. Consider replacing 'should' and 'must' with 'will' or 'responsible for', then begin to action the statements.
- Recall a time when you felt empowered for taking on responsibility, not just organisationally but also socially, physically and mentally. Remind yourself of this when faced with challenging situations.
- Explore the option of getting involved in slightly more challenging work that will stretch you and increase your confidence and capability.

**Definition**

The degree to which you relate your behaviour to long-term goals.

## Interpretation

Your Goal Directedness score was typical of the comparison group, suggesting that most of the time you know what you want and have a sense of purpose and direction to get there. Being goal directed may help you to keep your goals in mind, so that what you do moves you towards rather than away from your goals. However, it may be that during busy periods and times of stress you become distracted by competing priorities and do not achieve what you set out to do. Distractions may come from within yourself, for example you may lose attention, be impulsive or be constantly seeking something different. Alternatively, distractions may be external, for example you may focus more on meeting the needs of others at the cost of meeting your own needs. Being goal directed is an important element to being satisfied and motivated in your work life, as knowing what you want is the first step to making it happen. Continuing to develop your Goal Directedness will enable you to create a compelling set of personal aims that are intrinsically motivating and provide a personal compass for focused effort and future personal development.

### Your key descriptors

- Clear on most of your personal wants and goals.
- Engage in some long-term thinking and future planning.
- Can sometimes be distracted, impulsive and lack concentration.
- At times may overly focus on achieving the goals of others.
- May lose sight of broader aims and purpose when under pressure.

## Development suggestions

- Put strategies in place for success, for example planning ahead, setting targets and having clearly defined objectives. Set realistic time frames to help you move towards your goals. Make the goal specific and ensure it is something you are personally motivated to achieve.
- Draw upon other personal qualities you may have to develop your Goal Directedness, such as perseverance, focus, self-discipline, inner conviction and a will to succeed.
- Make others aware of your goals and write them down. These two actions will make them more real, tangible and likely to happen. Work out what is really important for you, what your values are and what you want to achieve in the next five years.
- Recognise and try to avoid short-term distractions, for example find somewhere quiet to work, away from people who might distract you. Set yourself short periods of concentration time followed by a break.

**Definition**

The degree to which you feel free to adapt your thinking and your behaviour to changing situations.

## Interpretation

Your Flexibility score was high compared to the comparison group. In today's climate, people are expected to adapt quickly to different working practices and environments. Remaining flexible is therefore an increasingly important attribute. Your higher capacity to flex suggests that you tend to be more willing to move outside your comfort zones and try new ways of doing things. This will likely help you to think creatively, respond to changing circumstances, adapt your interpersonal styles, experiment and learn from experience. When engaging with others your Flexibility will likely help you adapt to meet their needs. Showing greater Flexibility in your interactions will demonstrate that you appreciate others' viewpoints and are willing to explore alternative perspectives. Not only will this result in people feeling that they can contribute and are valued, but your team is likely to explore ideas and options more fully. Remaining flexible will support your continued learning and development.

### Your key descriptors

- Able to change or adapt personal ways of working.
- Willing to move outside comfort zones and try new ways of doing things.
- Open to new ideas and learning experiences.
- Willing to explore options and experiment.
- Willing to adapt and accommodate to the needs of others.

## Building and managing strengths

- Become familiar with different working styles, for example, Consultative, Inspirational and Directive. Practice those styles you find more difficult within the appropriate context.
- Check that you have considered whether keeping things the same is more appropriate than changing them, i.e. do not change for the sake of change. Also, check that you do not leave others behind by changing too rapidly.
- Ensure that you balance being flexible with staying true to your commitments. Check that the change is in accordance with your goals and the organisational strategy rather than because it is more interesting.
- If you find it difficult to stay doing the same thing try persevering with something for a little longer than you normally would.

**Definition**

The extent and ease with which you are able to make significant connections with other people.

## Interpretation

Your Connecting with Others score was very high compared to the comparison group. Your ability and willingness to build strong relationships and networks is an important part of sustainable effectiveness. Evidence shows that strong relationships boost job satisfaction, improve job retention and increase creativity. Your high score suggests that you invest time and energy into maintaining and developing your relationships; you are open in sharing your thoughts, values and ideas and are prepared to express your feelings and vulnerabilities. It is this willingness to take down your guard, to be spontaneous, to listen and show others appreciation that will help you build close and trusting relationships. Connecting with Others is about both the depth and breadth of your relationships. You likely have an established network that you can draw upon to help you to make useful contacts and be aware of issues. Continuing to invest time and energy in strengthening your connections with people will help you to build trusting relationships, create effective networks at work, gain people's support in times of need and generally enhance the quality and depth of your relationships.

### Your key descriptors

- Confident and comfortable engaging with people.
- Invest time and energy into building and maintaining relationships.
- Open with people, being prepared to acknowledge feelings and express vulnerabilities.
- Listen to people and show appreciation towards them.
- Quickly form close connections and trusting relationships.

## Building and managing strengths

- Identify which area is stronger for you - 'depth' or 'breadth' of relationships. Experiment in developing the area that is least strong.
- Seek feedback from others on how you come across to people. Are you sometimes too open and make yourself too vulnerable with others? Are you sometimes seen as being overly informal with people?
- Challenge yourself to use your natural ability to make effective connections with people in all areas of your work that require good people skills; for example, team working, stakeholder management, customer relations, negotiations, network, mentoring and mediation.
- Develop more advanced skills in Connecting with Others, such as making a conscious effort to identify the emotions behind someone's comments and reflecting them back.



**Definition**

The degree to which you invite the trust of others by being principled, reliable, consistent and known.

## Interpretation

Your Authenticity score was low compared to the comparison group. Acting authentically means first being trustworthy and secondly being known as someone who is trustworthy. At heart people need to be able to predict how you might act in any given situation in order to really trust you. If they do not see that you act in accordance with your espoused set of values or principles, they are unlikely to feel comfortable working alongside you. A low Authenticity score suggests you may be unclear as to what your true values are or you do not feel you are acting in accordance with them. One explanation for a low Authenticity score is that people may find you difficult to get to know or difficult to read, therefore they may find you unpredictable and be unwilling to put their trust in you. Another reason may be that you have a tendency to be unreliable, inconsistent and do not do what you say you will do. One explanation for this could be you have a tendency to try to please others by agreeing to do things that you are unable to deliver. A low Authenticity score suggests your behaviour and underlying attitudes may not appear to match. If people sense this they may feel you are hiding something or in some way are saying one thing whilst actually really thinking or feeling something different. Regardless of whether or not your behaviour is well-intentioned, being authentic and true to your principles is a critical aspect to developing trust.

### Your key descriptors

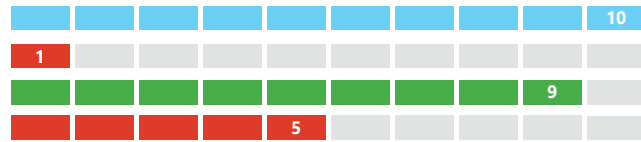
- Inconsistent, difficult to know or hard to read.
- Unclear about or not living in accordance with own principles and values.
- Unpredictable and unreliable.
- Break confidences and agree to things that you do not do.
- Continually changing direction in an attempt to meet others' expectations.

## Development suggestions

- Ask a range of people who experience you in different settings whether you are consistent and reliable with them in all situations. Ensure that you extend your reliability to all people in all situations. Ask them what they would like you to do to improve on this even further.
- You could help others to get know you quickly by telling people about your principles, for example, what is important to you, what your values are, what you expect from others and what are your likes and dislikes. Invite them to share this with you to maintain a balanced interaction.
- Be reliable and keep your promises, only agree to deliver on things if you have made an assessment of your workload and priorities to ascertain how achievable it is.
- Write down your top three values. On a scale of 1-10 rate how much you live by each of them, identify examples of when you have done so. If you struggle with examples then consider whether you need to change something in your life to be truer to your values.

## 11 Trust

Mistrusting  
Carefully Trusting  
Over Trusting



### Definition

Your tendency to trust others.

## Interpretation

Your Carefully Trusting score was very high compared to the comparison group. Trust is a key component in developing collaborative and supportive relationships. Your scores suggest that you usually get the balance right between placing your Trust in others while at the same time ensuring your Trust in them is well-founded. It is important to recognise what level of Trust to place in different people. If people feel trusted and they have sufficient competence then they will feel motivated to perform and take responsibility for achieving results. If they are mistrusted they may become de-motivated and if they are over-trusted, for example your expectations of them are overly ambitious, they may feel anxious and ultimately fall short. You would be likely to give people the freedom to develop their own ways of working, while giving them the reassurance and support they may require. When people are trusted they are more likely to reciprocate with loyalty and mutual respect. However, your fairly high score on Over Trusting suggests you have room for further development. For example, learning to accurately assess people's ability to deliver work and being careful to protect your own interests. Displaying the correct degree of Trust in others will help create a positive and reassuring work environment of mutual trust and respect.

### Your key descriptors

- Delegate responsibility appropriately.
- Accepting of others and will give them the benefit of the doubt where appropriate.
- Monitor others' progress in a supportive manner.
- Will take action early if people are not delivering.
- May avoid or feel uncomfortable challenging others.

## Building and managing strengths

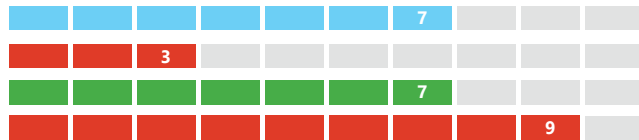
- Notice which people or situations cause you to be more trusting or mistrusting. Is there a common theme? Notice how your own frame of mind affects your level of Trust.
- Continue to create an environment where people can genuinely feel able to learn from their mistakes.
- Combine your subjective view with objective information before making a decision about how much Trust to place in people. Identify what is factual and what is more hopeful.
- If you have doubts about a person's ability to deliver, offer support and ask questions early.

## 12 Balanced Outlook

Pessimistic

Realistically Optimistic

Over Optimistic



### Definition

How well you manage to balance optimism with realism.

## Interpretation

Your Realistically Optimistic and Over Optimistic scores were both fairly high compared to the comparison group. Research confirms that those who are Realistically Optimistic enjoy greater success in their work, relationships and have significantly improved well-being. Your scores suggests that you tend to be positive in your expectations and general view of situations, while at the same time balancing this with a sense of reality. Expectations may become self-fulfilling i.e. if you anticipate good results, you are more likely to experience them. However, your Over Optimistic score suggests that at other times, such as if you get carried away with enthusiasm, you may lose your sense of perspective and realism. Consistently demonstrating high levels of optimism without a balance of realism may cause you to set unrealistic goals, ignore reality and facts, deny contradictory evidence and only believe the positive in a situation. In order to demonstrate good judgment and make accurate decisions, it is important to check your assumptions and identify potential problems; to avoid overlooking and repeating mistakes. In the workplace, inspiring and motivating people to follow you by projecting a positive view of the future combined with a realistic plan of how to get there, is important. Balanced Outlook is an important attribute to develop in order to shape the way you and other people view the future in a positive and meaningful manner.

### Your key descriptors

- Keep problems and difficulties in perspective
- Set stretching but achievable goals or expectations.
- Inspire confidence in others
- May overlook, dismiss or ignore problems.
- Display a tendency to take risks.

## Building and managing strengths

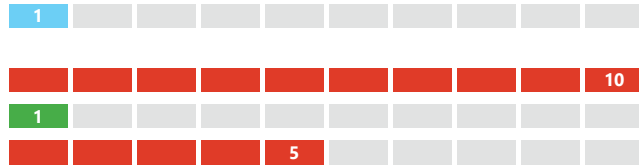
- Elicit views from others in order to get a balance of perceptions; use this information to inform your decision.
- Balance your enthusiasm for an idea with finding out the facts and checking details before finalising a decision.
- When making decisions, check your frame of mind/mood. Pause and reflect on whether this is skewing your perception, or if you are acting impulsively and whether you could be more objective.
- Continue to use your optimism to engage and motivate others. However, be prepared to look for contradictory evidence and challenge your own judgment in order to ensure the course of action set is still the right one.

### 13 Emotional Expression and Control

Under Controlled

Free and in Charge

Over Controlled



#### Definition

The degree to which you are emotionally controlled.

### Interpretation

Your Under Controlled and Over Controlled scores were both fairly high. Being expressive and passionate can be a real asset, especially when motivating or influencing people. However, there are also times when it is necessary to manage your emotional expression, particularly as people can sometimes find strong displays of emotion unsettling. Your score suggests that you sometimes suppress your emotions (Over Controlled). This may eventually build up and be released with little self-control (Under Controlled) in the form of emotional outbursts and strong displays of frustration or anger. The aim is to get the balance right between emotional expression and control by recognising feelings early and expressing them gradually, before they become so strong that they feel unmanageable. Without moderation, such responses may be inappropriate or ill-considered and could undermine your relationships. Learning to effectively express emotions with skill and control is an important element of building good relationships and inspiring others.

#### Your key descriptors

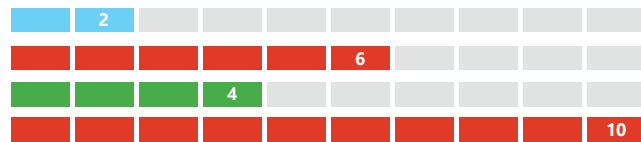
- Make feelings clear to others.
- May be easily provoked.
- May appear uncomfortable when others display emotion.
- Experience frustration or anxiety when expressing own emotion.
- May be seen as emotionally unpredictable and volatile.

### Development suggestions

- Identify which situations can cause a strong emotional reaction in you. Notice your feelings early; for example, frustration before it becomes anger and anticipation before it becomes anxiety.
- If you are prone to emotional outbursts, recognise when this has been inappropriate. When you feel calm, be prepared to make appropriate reparation or an apology.
- Find opportunities to safely and gradually express your feelings more often, starting with feelings and situations you find more comfortable. Record the differences this makes to improving your relationships and achieving your goals.
- Consider incorporating more physical activity into your weekly routine in order to provide additional release from stressful situations.

## 14 Conflict Handling

Passive  
Assertive  
Aggressive



### Definition

How well you handle conflict.

## Interpretation

Your score on being Aggressive was very high compared to the comparison group. People are different and want different things, therefore managing conflicts and asserting yourself is an inevitable part of work and life. Your scores suggest that you may demonstrate a tendency to be overly Assertive. This may mean that you can be competitive at the expense of others, demanding or may quickly dismiss the needs of others. There will be occasions where a job role will require you to assert your views strongly and deal with opposition. However, there is a difference between being Assertive and being seen as Aggressive. If your behaviour is sometimes viewed by others as Aggressive, you will likely trigger responses of fear, anxiety, hostility or resentment. Creating such feelings within another person will make the task of engaging, collaborating or inspiring them very difficult and may ultimately damage your relationship. Sometimes a tendency towards aggression is driven by a need to feel in control or feeling under pressure. Feeling stressed, frustrated or impatient could precipitate displays of aggression and may adversely affect your perspective and judgement. Developing your Conflict Handling and assertiveness skills will help enhance your ability to negotiate, maintain relationships, deal with confrontation and collaborate.

### Your key descriptors

- Tendency to dominate others or take control.
- Less inclined to listen or take into consideration the needs of others.
- Tackle difficult conversations in a confrontational or hostile manner.
- Resist compromise, even when appropriate.
- Rely on a directive style of management and may be seen as bossy.

## Development suggestions

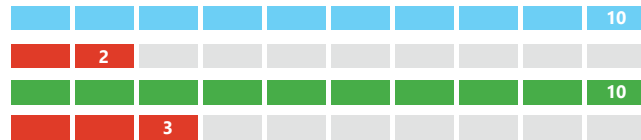
- Practice listening to others and reflecting back what you have heard, before giving your opinion.
- If you feel yourself becoming frustrated, use techniques to reduce the frustration; for example, breathing deeply, taking a short break or expressing feelings before they become too strong.
- Take care that your personal ambition and drive does not have a detrimental effect on others; for example, being overly competitive, only focussing on tasks and not people or losing sight of the team objectives.
- Identify the cause of your frustration or aggression and find strategies to manage these stressors early.

## 15 Interdependence

Dependent

Interdependent

Over Independent



### Definition

How well you manage to balance taking yourself and taking others into account.

## Interpretation

Your Interdependence score was very high compared to the comparison group. Work performance is a collective endeavor; therefore, it is vital that you work alongside others effectively. Your scores suggest you are comfortable collaborating as part of a team as well as working independently, taking responsibility and having courage in your convictions. The capacity to flex between working with others and acting independently is an important but challenging aspect of teamwork. On one side, it requires the ability to work collaboratively, be part of a team and seek advice. On the other, it involves being willing to take unpopular action, having the confidence to make tough decisions, being willing to be in the minority and being able to work independently when required. Your score suggests you are able to manage the balance between making decisions and taking action independently, with the high degree of interpersonal activity required in a work role. Continuing to develop the capacity to work interdependently is necessary for effective leadership, teamworking, collaboration and building effective relationships.

### Your key descriptors

- Value others' contributions and fully consider their perspectives.
- Work effectively as part of a team.
- Comfortable making own decisions and relying on self.
- Take responsibility and act decisively.
- Consult and seek advice when necessary.

## Building and managing strengths

- If you find that others are becoming Dependent on you and constantly seeking solutions from you, encourage them to generate their own ideas first.
- Create a team environment where generating ideas and solutions is encouraged; where ideas are welcomed without criticism, ridicule or risk.
- Help those who find it more difficult to take responsibility by delegating to them and supporting them.
- For those who are overly independent, for example individual experts, find out what they are doing, get them involved and create a platform for them to share information.

**Definition**

The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.

## Interpretation

Your Reflective Learning score was high compared to the comparison group. Research has overwhelmingly found that the highest performers are lifelong learners; learning to feel, think and behave differently based upon experience and changing circumstances. Your Reflective Learning score was high, suggesting that you often reflect upon your experiences and that you may have a consistent approach to self-development or raising your own self-knowledge. Reflective Learning is an important factor in helping you develop your Emotional Intelligence. It will enable you to become more aware of yourself, to understand your strengths, your development areas, what helps you to perform at your best and what hinders your performance. You may be effective at taking learning from past experiences and adjusting your behaviour to new situational demands or keeping your personal and professional development up-to-date. In order to remain an effective performer it is important to continue to develop the attitudes and skills of lifelong learning and fully engage in your own personal and professional development.

### Your key descriptors




- Clear on and take responsibility for personal development.
- Seek opportunities to develop or broaden skill set.
- Adjust and adapt to changing circumstances.
- Seek and receptive to constructive feedback.
- Plan and actively organise personal development.

## Building and managing strengths

- Continue to build an accurate picture of your strengths and development areas. Actively seek feedback from your boss and colleagues, undertake a 360 feedback process and ask people for their views.
- Show others you take your development seriously; lead by example, state your development areas, make time to develop your strengths and close important development gaps.
- Get clear on your development goals and identify what success at the next level up looks like. Find a success profile against these roles then accurately assess yourself against these requirements.
- When you reflect upon your experiences, go further and consider what triggered the event. Is there a common theme? How would you prepare differently next time? Does your current behaviour reflect an underlying attitude? Challenge yourself, what would you need to think, feel or do differently to get a better result?

# Your item analysis

The item analysis lists all the items in the questionnaire. These are divided into three sections:

-  These are items that you rated yourself **Low** on (scores **1** and **2** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.
-  These are items that you rated yourself **Average** on (score **3** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.
-  These are items that you rated yourself **High** on (score **4** and **5** on a 1 to 5 scale) in terms of this aspect of Emotional Intelligence.

The purpose of these items is to help you understand your profile scores in more detail. Your profile scores are purely a reflection of your answers to the questionnaire. Only you know why you gave the response you did. If your response is in the **red zone** then consider how this may block your effectiveness. If your response is in the **green zone** then consider how this may be used to enhance your effectiveness.

## Attitude

Scale and Response	Item
<b>Self Regard</b> Agree Agree Disagree Agree	I tend to put myself down with negative self-talk. I often need encouragement to feel okay about myself. I am very happy with myself and who I have become. I need to change some things about myself if I am to be happy.
<b>Regard for Others</b> Agree	It is hard for me to tolerate some people.
Scale and Response	Item
<b>Self Regard</b> Neither agree nor disagree Neither agree nor disagree	I am happy with where I am in life. I am prone to feelings of self-doubt and insecurity.
Scale and Response	Item
<b>Self Regard</b> Disagree	I worry about my shortcomings.
<b>Regard for Others</b> Strongly disagree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly agree	Some people tend to find me somewhat judgmental and unsympathetic. I am sympathetic to a wide range of people. I feel compassion for others and accept how they are. I find something to value in everyone, even people I don't particularly like. I tend to be critical of other people. I find it easy to respect others, even when I don't agree with them.



## Feeling

Scale and Response	Item
<b>Self Awareness</b>	
<i>Disagree</i>	I pay attention to what my body tells me.
<i>Agree</i>	I find it hard to differentiate between my feelings.
<i>Disagree</i>	I can detect even the smallest changes in how I feel.
<i>Disagree</i>	I am aware of how my emotional state affects my physical well-being.
<i>Disagree</i>	I consciously recognise when others have triggered an emotional response in me.
<i>Disagree</i>	I know how different feelings are manifested in my body.
Scale and Response	Item
<b>Self Awareness</b>	
<i>Neither agree nor disagree</i>	I find it difficult to get in touch with my feelings.
<b>Awareness of Others</b>	
<i>Neither agree nor disagree</i>	I consciously think about how others are feeling.
Scale and Response	Item
<b>Self Awareness</b>	
<i>Disagree</i>	I tend to bury and ignore my feelings.
<b>Awareness of Others</b>	
<i>Strongly disagree</i>	I can sometimes lack tact and sensitivity with people.
<i>Strongly agree</i>	I make a point of asking others how they are feeling.
<i>Agree</i>	I can easily see something from another person's perspective.
<i>Agree</i>	I can easily empathise with others.
<i>Agree</i>	I am very observant and can read what is going on between people.
<i>Disagree</i>	I find it hard to tell how other people are feeling.

## Self Management

Scale and Response	Item
<b>Emotional Resilience</b> <i>Strongly agree</i> <i>Strongly disagree</i> <i>Disagree</i> <i>Agree</i>	I tend to exaggerate my worries and problems. When things go badly, I bounce back easily. I have a high capacity for managing stress. I pick myself up easily when faced with problems. When things are tough I get very stressed.
<b>Personal Power</b> <i>Disagree</i> <i>Agree</i> <i>Disagree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i>	I am usually the one who takes the initiative. Other people have more control over what happens to me than I do. I take control of things. When things go wrong, I often can't do much about it. Sometimes, I feel I have little control over my future. Many aspects of my life are outside of my control.
<b>Connecting with Others</b> <i>Agree</i>	I am a fairly closed and private person.
<b>Authenticity</b> <i>Strongly disagree</i> <i>Strongly agree</i> <i>Agree</i> <i>Strongly agree</i> <i>Agree</i> <i>Agree</i>	I know what my inner principles are and live by them. I do not find it easy to be my real self. I often behave in a certain way to impress other people. I can over-commit myself, and often let people down as a consequence. I can be too concerned with what other people think of me rather than just being myself. I can try too hard to give a good impression instead of being true to myself.
Scale and Response	Item
<b>Emotional Resilience</b> <i>Neither agree nor disagree</i>	I rarely dwell on my problems.
<b>Personal Power</b> <i>Neither agree nor disagree</i>	I choose what happens to me in my life.
<b>Goal Directness</b> <i>Neither agree nor disagree</i> <i>Neither agree nor disagree</i>	I am a very determined person. I have a clear sense of purpose in my life.
<b>Authenticity</b> <i>Neither agree nor disagree</i>	People know me for my integrity.
Scale and Response	Item
<b>Emotional Resilience</b> <i>Agree</i>	I am a very resilient person, especially in difficult times.
<b>Goal Directness</b> <i>Strongly agree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i> <i>Disagree</i>	I have a clear vision of what I want my future to be. I go for what I want. I can easily manage my behaviour in order to achieve my goals. I am persistent and tenacious in pursuit of my goals. When I commit to doing something I see it through to completion. I can lose focus on the end goal.
<b>Flexibility</b> <i>Disagree</i> <i>Disagree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i>	It takes me time to accept new ideas. I find unexpected change unsettling. It is easy for me to adjust my behaviour to new environments. I am comfortable with uncertainty. I enjoy the challenge of working in new ways.

Scale and Response	Item
<b>Flexibility</b>	
<i>Disagree</i>	I am slow to change the way I do things.
<i>Disagree</i>	I like to stick to what I know rather than risk change.
<b>Connecting with Others</b>	
<i>Strongly agree</i>	There are many people I can easily call on for help.
<i>Strongly agree</i>	I easily form close connections with others.
<i>Strongly agree</i>	I find it easy to build rapport with others.
<i>Strongly agree</i>	I make an effort to keep in regular contact with people.
<i>Strongly agree</i>	I like to meet new people and get to know them.
<i>Strongly agree</i>	I make an effort to really get to know people.
<b>Authenticity</b>	
<i>Agree</i>	I am straightforward in my dealings with people.

## Relationship Management

Scale and Response	Item
<b>Over Trusting</b> <i>Strongly agree</i> <i>Agree</i>	It rarely occurs to me that others have ulterior motives. I assume people have good intentions, even when they let me down.
<b>Over Optimistic</b> <i>Strongly agree</i> <i>Strongly agree</i> <i>Strongly agree</i> <i>Agree</i>	I sometimes get caught out because I assume that everything will be fine. My expectations can be too optimistic. I usually see things as being better than they actually are. I have a tendency to overlook or ignore problems.
<b>Under Controlled</b> <i>Strongly agree</i> <i>Strongly agree</i> <i>Strongly agree</i> <i>Agree</i> <i>Strongly agree</i>	My emotions tend to get the better of me. I am prone to emotional outbursts. People would say that I am too emotional. I say things when provoked that I later regret. My feelings control my behaviour.
<b>Free and in Charge</b> <i>Strongly disagree</i> <i>Strongly disagree</i> <i>Disagree</i> <i>Strongly disagree</i> <i>Strongly disagree</i>	I get the balance right in how I express and control my emotions. I consider myself to be skilled in how I share my feelings with others. I find it easy to manage my feelings. I actively manage how I express my feelings. I show my feelings naturally, but choose when to do so.
<b>Over Controlled</b> <i>Agree</i> <i>Strongly agree</i>	I find it difficult to say what I really feel. There are certain feelings I have difficulty expressing.
<b>Passive</b> <i>Strongly agree</i> <i>Strongly agree</i> <i>Agree</i>	I tend to give way when other people oppose me. I go along with things I don't like to avoid confrontation. I need to be more assertive.
<b>Assertive</b> <i>Disagree</i>	I give people critical feedback, but do so in a sensitive way.
<b>Aggressive</b> <i>Strongly agree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i> <i>Strongly agree</i>	I can be quite confrontational. My style can sometimes be too direct and challenging. I often have disagreements with people. I can be a fairly aggressive person. I say exactly what I think, even if it upsets people.
Scale and Response	Item
<b>Mistrusting</b> <i>Neither agree nor disagree</i>	I think it is best not to trust people until you know them very well.
<b>Over Trusting</b> <i>Neither agree nor disagree</i> <i>Neither agree nor disagree</i>	I believe that people always mean well. I am very trusting.
<b>Over Optimistic</b> <i>Neither agree nor disagree</i>	Sometimes I find my over-enthusiasm for a new idea takes me in the wrong direction.
<b>Assertive</b> <i>Neither agree nor disagree</i> <i>Neither agree nor disagree</i>	I am assertive but not aggressive. I am confident and fair in negotiations.
<b>Dependent</b> <i>Neither agree nor disagree</i>	I prefer to follow rather than to lead.
<b>Over Independent</b> <i>Neither agree nor disagree</i>	I rarely ask people for help.

Scale and Response	Item
<b>Mistrusting</b> <i>Strongly disagree</i> <i>Strongly disagree</i> <i>Strongly disagree</i> <i>Strongly disagree</i>	I tend to be suspicious of other people's motives. I find that other people are unreliable. People often let you down. There are very few people I would ever trust.
<b>Carefully Trusting</b> <i>Strongly agree</i> <i>Strongly agree</i> <i>Agree</i> <i>Strongly agree</i> <i>Strongly agree</i>	I generally assume people have good intentions, unless proven otherwise. I believe that most, but not all, people are trustworthy. I find people are usually reliable and dependable. I assume people are honest unless I have a good reason to doubt it. On the whole, people live up to the trust I place in them.
<b>Over Trusting</b> <i>Strongly disagree</i> <i>Strongly disagree</i>	Sometimes, people take advantage of my trusting nature. I confide in people even if I don't know them well.
<b>Pessimistic</b> <i>Disagree</i> <i>Strongly disagree</i> <i>Disagree</i> <i>Strongly disagree</i> <i>Disagree</i>	I often expect the worst before I attempt something new. I am often unlucky. I worry about the future. People tell me I am a bit of a pessimist. I find that if things can go wrong, they usually will.
<b>Realistically Optimistic</b> <i>Strongly agree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i> <i>Strongly agree</i>	I accept the reality of situations, but keep a positive outlook. I would describe myself as being optimistic, but cautious. I expect things to go well, but check to see what is really happening. I am fairly optimistic but test my hopes against reality. I am optimistic, but realistic at the same time.
<b>Over Optimistic</b> <i>Disagree</i>	Sometimes I persist too long with flawed ideas.
<b>Over Controlled</b> <i>Disagree</i> <i>Strongly disagree</i> <i>Disagree</i>	I suppress my feelings. I hide my true feelings from people. I am uncomfortable sharing my feelings.
<b>Passive</b> <i>Strongly disagree</i> <i>Disagree</i>	I dislike and try to avoid confrontation. I can be overly accommodating.
<b>Assertive</b> <i>Agree</i> <i>Agree</i>	I ask for what I want, but do so respectfully. I am capable of challenging people without undermining them.
<b>Dependent</b> <i>Strongly disagree</i> <i>Disagree</i> <i>Strongly disagree</i> <i>Strongly disagree</i>	I find it difficult working without the support of others. I am strongly influenced by other people's opinions. I need reassurance from others. I seek the approval of others.
<b>Interdependent</b> <i>Strongly agree</i> <i>Strongly agree</i>	I find the give and take of social relationships easy. I am very comfortable either being in charge or being led by others.

Scale and Response	Item
<b>Interdependent</b>	
<i>Strongly agree</i>	I readily seek opportunities to collaborate but enjoy working alone too.
<i>Strongly agree</i>	I actively seek consensus, but I'm prepared to take a decision without it.
<i>Strongly agree</i>	I have a consultative style but don't feel bound by others' views.
<i>Strongly agree</i>	I involve others in decisions without being reliant on them.
<b>Over Independent</b>	
<i>Disagree</i>	I see relying on others as a weakness.
<i>Disagree</i>	I like to be left to do things in my own way.
<i>Disagree</i>	It frustrates me when other people get involved in what I am doing.
<i>Strongly disagree</i>	I would much rather work alone than with others.

## Developing your Emotional Intelligence

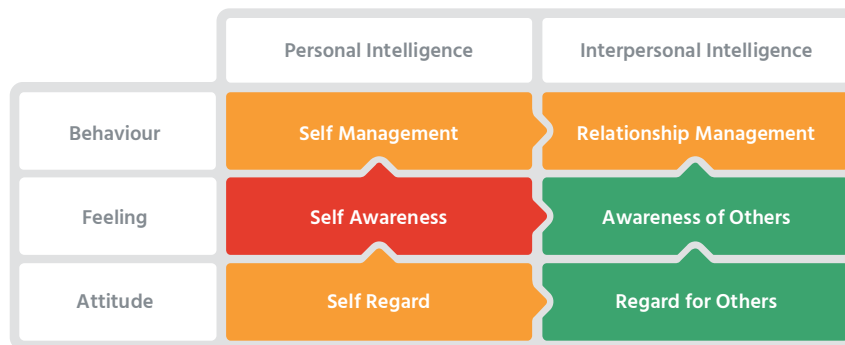
Scale and Response	Item
	No items listed
Scale and Response	Item
<b>Reflective Learning</b> <i>Neither agree nor disagree</i>	I often reflect deeply about myself and change my behaviour accordingly.
Scale and Response	Item
<b>Reflective Learning</b> <i>Agree</i> <i>Agree</i> <i>Disagree</i> <i>Agree</i> <i>Agree</i> <i>Agree</i>	<p>I frequently review my successes and failures and identify what I have learnt.</p> <p>I reflect on my interactions with others and change my behaviour accordingly.</p> <p>I rarely take time to stop and reflect on past experience.</p> <p>I think about the causes of my emotions so that I can learn to manage them better.</p> <p>I consciously think about how I can change my behaviour for a more positive outcome.</p> <p>I take time to think about how my actions have made others feel.</p>

# Your summary profile

Your Emotional Intelligence results represent your responses to questions relating to each of the sixteen scales. The measurement for the questionnaire works by calculating how different your patterns of responses to the questions are when compared to a group of other responses.

The summary profile below represents your overall level of effectiveness (strengths and development areas) on each of the six parts of the Emotional Intelligence framework. These have been colour coded as follows:

- You rated yourself lower than the comparison group rated themselves.
- You rated yourself about the same as the comparison group rated themselves.
- You rated yourself higher than the comparison group rated themselves.



## Pause for reflection

The profile above indicates your view of your own Emotional Intelligence at the time you completed the questionnaire:

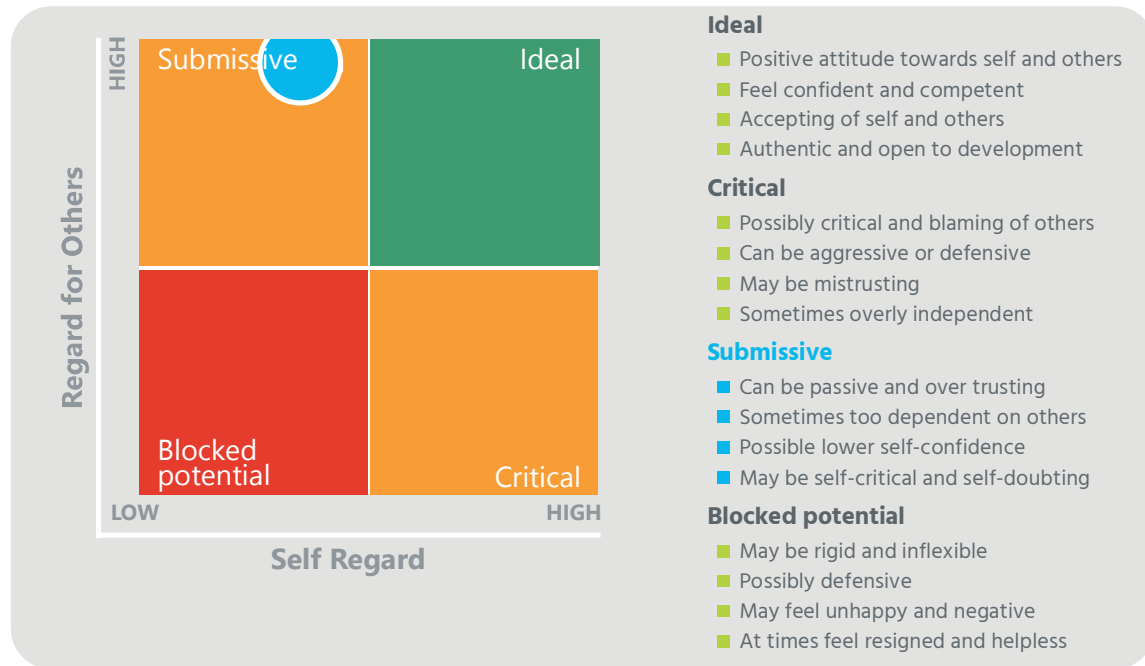
- Consider the difference between your Personal Intelligence (the left side of the model) and your Interpersonal Intelligence (the right side of the model).
- Consider the difference between the three levels: your Attitude (the bottom of the model), your Feeling (the middle part of the model) and your Behaviour (the top of the model).

Scores are not necessarily good or bad. They should be used to help you focus on 'where you are now' against 'where you want to be'.



# Your Attitude summary

The matrix below gives an indication of the balance between your **Attitudes** of **Self Regard** and your **Regard for Others**. Your score is shown by the **blue ball**. The most effective position is to be **Ideal**, towards the top right hand corner; the least effective position is **Blocked potential**, towards the bottom left hand corner.

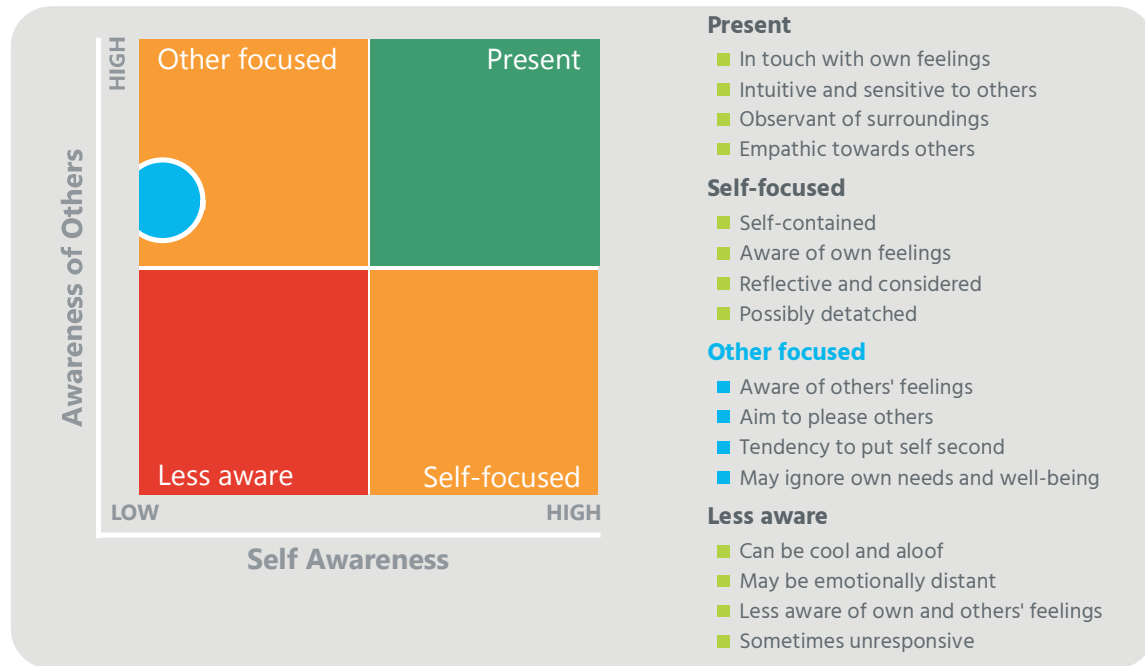


## Summary description

Your Regard for Others score is slightly higher than your Self Regard score. This suggests that sometimes you may fall into behaviours such as blaming yourself when things go wrong, feeling down on yourself, struggling with confidence or being unsure of what you want. This may be more noticeable when you experience stress. In dealing with others, you may trust them too much, be too reliant on their opinions, or give way too quickly in conflict situations. Other people may experience you as generally supportive and helpful, accepting them for who they are and being willing to meet their needs – even at the expense of getting your own needs met. To develop greater Self Regard, when you notice you are being self-critical, challenge the negative thoughts by focusing on the relevant positive aspects of yourself and the situation. Also, make time to do the things you enjoy in work and in life. It is likely that some fine-tuning in these areas will help you move into the Ideal position, with a balanced regard for yourself and others.

# Your Feeling summary

The matrix below shows the balance between your **Feeling** scales of **Self Awareness** and **Awareness of Others**. Your score is shown by the **blue ball**. The ideal position is to be fully aware and **Present**, towards the top right hand corner; the least effective position is to be **Less aware**, towards the bottom left hand corner.

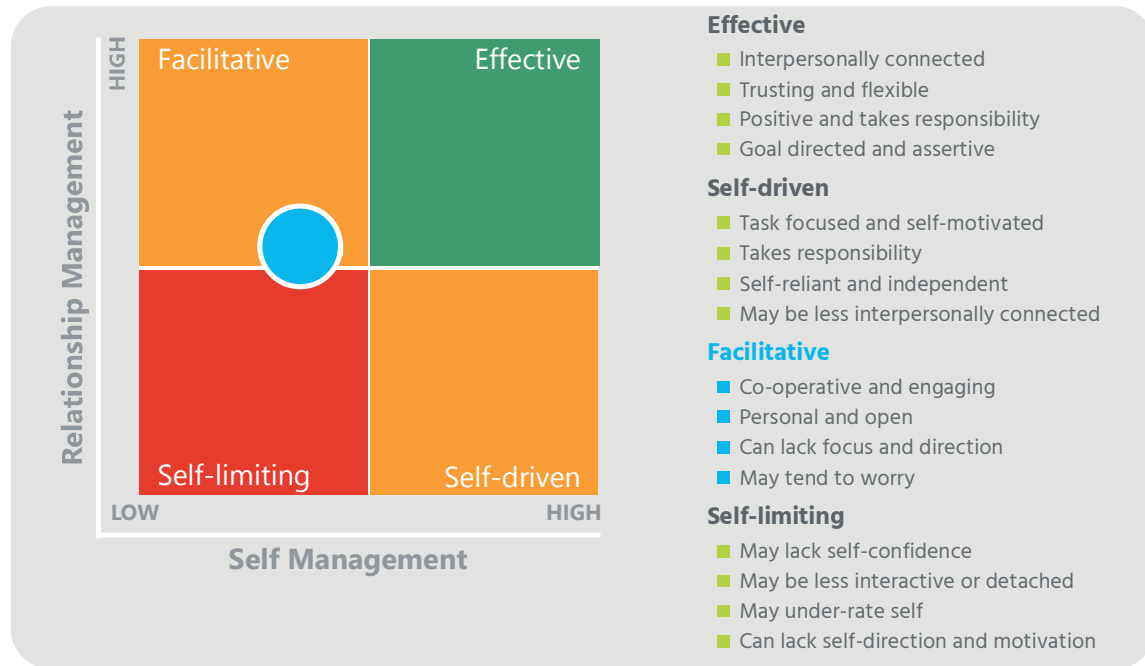


## Summary description

Your Awareness of Others is higher than your Self Awareness. This suggests you are more likely to notice or work out what other people are feeling, what mood they are in and what they need and less likely to notice your own feelings, moods and needs. The impact of this may be that other people feel you understand and accept them. The impact on you may be that you are unclear on what matters to you or do not look after yourself as well as you could. To develop your Self Awareness, balance your focus on others with taking time to tune in more carefully to how you feel in the moment, identify what your needs are and what you really want.

# Your Behaviour summary

The matrix below shows the balance between your **Behaviour** scales of **Self Management** and **Relationship Management**. Your score is shown by the **blue ball**. The ideal position is to be **Effective**, towards the top right hand corner; the least effective position is to be **Self-limiting**, towards the bottom left hand corner.



## Summary description

Your Relationship Management is slightly higher than your Self Management. This suggests you are effective at building and maintaining relationships and may be less effective at managing your own behaviour towards achieving goals. You may enjoy building relationships between other people, co-operating and engaging with others, but feel unsure of what you want or how to direct your talents to get there. The impact may be that you help others meet their own or the organisation's needs, but sometimes struggle to achieve tasks or outcomes personal to you. For example, short-term distractions or setbacks may get in the way of your long-term success. To develop Self Management, set clear and realistic expectations, keep setbacks in perspective, be consistent but remain adaptable to change, take responsibility for your actions and meet your commitments. It is likely that some fine-tuning in these areas will help you move into the Effective position.

# Your development summary

## Development suggestions

Below are three suggestions for your development based on the areas you scored relatively **lower** on.

- Develop your **emotional control**. Identify what situations cause a strong emotional reaction in you. Notice your feelings early; for example, frustration before it becomes anger and anticipation before it becomes anxiety. If you feel compelled to express a feeling, pause for six seconds and allow time before you do or say anything.
- Develop your **Authenticity** by being consistent with others. Ask a range of people who experience you in different settings whether you are consistent and reliable with them in all situations. Ensure that you extend your reliability to all people in all situations. Ask them what they would like you to do to improve on this even further, e.g. to keep your promises.
- Develop your **Self Awareness**. One method is to keep a record of feelings you experience each day and identify your emotional reactions; identifying emotions provides the first step to managing them. Additionally, share your feelings with someone you trust. Talking through your feelings may help you to learn how they influence your behaviour and performance.

## Building on your strengths

Below are three suggestions for making best use of your strengths based on the areas you scored relatively **higher** on.

- Continue to demonstrate compassion and **Regard for Others**, even when you deliver difficult messages or give people feedback. Use your warmth, caring and enthusiasm towards people to inspire them to reach beyond their comfort zones. Also, be sure to look after your own needs as well as those of others.
- Recognising the right level of **Trust** to place in different people is one of your strengths. Use this skill to delegate responsibility appropriately, give sufficient autonomy for people to feel engaged and set realistic expectations of other people's abilities. Displaying appropriate trust in others will help motivate people to perform and take responsibility for achieving results.
- Use your **Interdependence** with others for effective team working. Help create a team environment where people can learn from mistakes and where ideas are welcomed without fear of criticism, ridicule or personal attack. Also challenge yourself to take on more leadership roles.





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