



EQ360®

# LEADERSHIP EQ 360

## REPORT

Mariana Felicita  
Direct Reports (3), Peers (3), and Manager (1)

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# EQ-i 2.0® Model of Emotional Intelligence

The EQ 360® is based on the EQ-i 2.0® Model of Emotional Intelligence. The questions that you and your raters answered measure the components of EI defined in the model.

## SELF-PERCEPTION

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

**Self-Actualization** is the willingness to persistently try to improve oneself and engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.

**Emotional Self-Awareness** includes recognizing and understanding one's own emotions. This includes the ability to differentiate between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on the thoughts and actions of oneself and others.

## STRESS MANAGEMENT

**Flexibility** is adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic circumstances or ideas.

**Stress Tolerance** involves coping with stressful or difficult situations and believing that one can manage or influence situations in a positive manner.

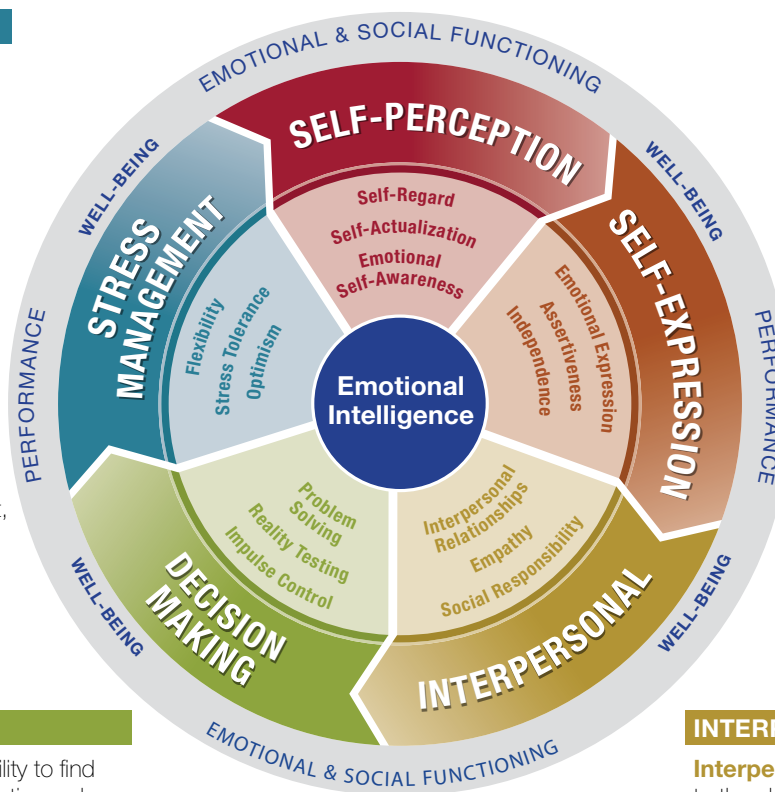
**Optimism** is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

## SELF-EXPRESSION

**Emotional Expression** is openly expressing one's feelings verbally and non-verbally.

**Assertiveness** involves communicating feelings, beliefs and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner.

**Independence** is the ability to be self-directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed autonomously.



## DECISION MAKING

**Problem Solving** is the ability to find solutions to problems in situations where emotions are involved. Problem solving includes the ability to understand how emotions impact decision making.

**Reality Testing** is the capacity to remain objective by seeing things as they really are. This capacity involves recognizing when emotions or personal bias can cause one to be less objective.

**Impulse Control** is the ability to resist or delay an impulse, drive or temptation to act and involves avoiding rash behaviors and decision making.

## INTERPERSONAL

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

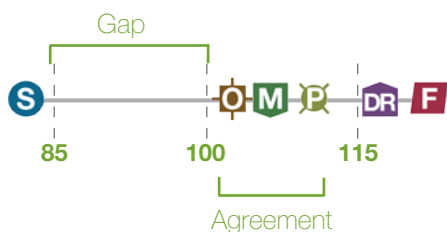
**Empathy** is recognizing, understanding, and appreciating how other people feel. Empathy involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

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

# Your 360 Lens

The EQ 360 is a multi-rater measure of emotional intelligence (EI) designed to provide you with a complete “360-degree” view of your emotional and social functioning. Your report combines your self-evaluation of EI with that of your raters, providing you with a rich understanding of your EI capabilities.

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



It is important to start with your self-evaluation and then look at how others rated you, which is why throughout this report you will see your results separated into “How You Responded” and “How Your Raters Responded.”

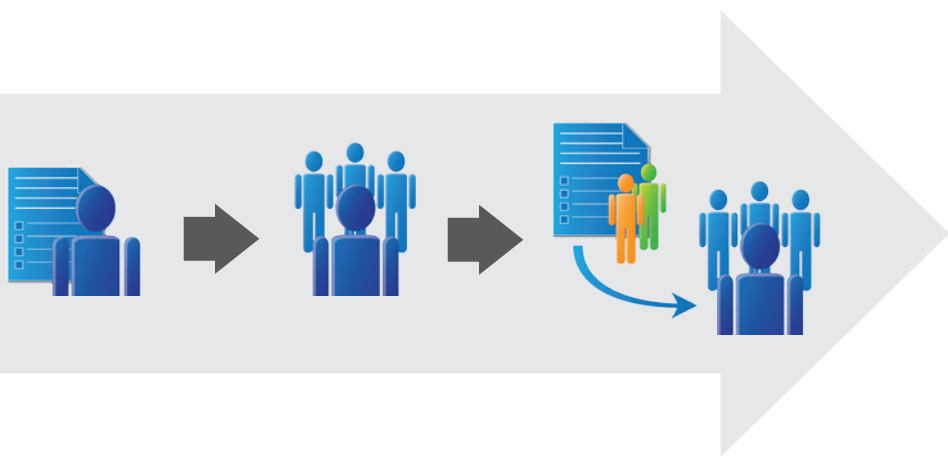
**How to read this report.** This report contains information gathered from both yourself (self-rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

**Scores.** You and your raters responded to the exact same items assessing your EI across a variety of skill areas (e.g., Empathy). You will see scores for each scale of the EQ-i 2.0 model. This model is depicted on the previous page.

**Confidentiality.** Aside from your Manager and yourself, there must be a minimum of 3 respondents in rater groups in order for results to be shown. If fewer than 3 individuals responded in the Direct Reports, Family/Friends, or Peer groups, their ratings will be rolled into an “Other” group to protect the confidentiality of the respondents.

**Gaps and Agreement.** The terms “gap” and “agreement” are used throughout your report to speak to any differences or similarities that exist between rater groups. A gap exists when one group sees you as significantly different than does another rater group. Gaps of 10 points or more are considered significant. Agreement, on the contrary, exists when there is less than 10 points difference between rater group scores.

You are encouraged to start by examining your self-evaluation results, and understand what these results mean in regards to your leadership abilities. When you are comfortable with your self-evaluation results, you should dive into the responses provided by others and understand how they see you as a leader.



# ■ Your Leadership Lens

## Understanding Your Report

You will find this report has many unique features linking your own evaluation of EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. These sections examine your self-report results using four key dimensions of leadership:

Authenticity	Coaching	Insight	Innovation
An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.	A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.	A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.	An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organizations (over 400 employees).

As a group, the leaders had significantly higher EI than the general population. *In fact, the average Total EI score for leaders was 14 points higher than that of the general population.*

While this leadership sample is a valuable comparison group, it also helped organize the EQ-i 2.0 subscales according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas.

## Emotional Intelligence and Leadership

How is EI linked to leadership? In addition to the research supporting this report, fifteen years of research has shown that leaders tend to score higher in EI than the general population. Also, many professionals find it easier to focus on improving a few specific skills that underlie broader leadership competencies, making the EQ-i 2.0 subscales the perfect building blocks to reaching your leadership potential.

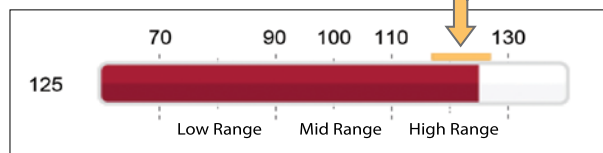
## Getting the Most Out of Your Report

Keep the following tips in mind as you work through your EQ 360 Leadership Report:

1. No one knows your role like you do. Although this report offers insight into how your results can help strengthen your leadership skills, the value of the report is enhanced by framing it within your own individual context. Integrate your wealth of knowledge about your organization, its culture, and the specifics of your leadership with the information in this report to derive the most value from it.
2. Take notes as you read the report. Choose strategies for development that you wish to try in your role.
3. *All EQ-i 2.0 subscales are related to leadership behaviors, but selecting the right areas to focus on is key to development.* Work with your coach or administrator to determine which subscales will help drive the leadership results you are looking for. You can treat subscales as building blocks that strengthen broader leadership skills like mentoring, communication, or conflict resolution.

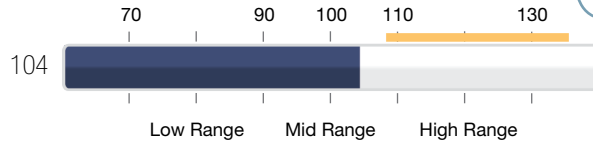
## Leadership Bar

The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose scores were in the top 50% of the leader sample). Using this bar you can compare your results to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



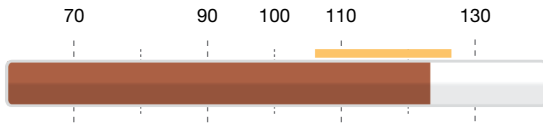
# Executive Summary

Total EI



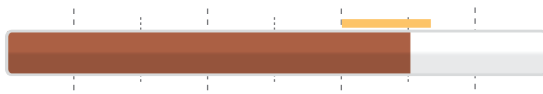
## Highest 3 Subscales

### Emotional Expression (123)



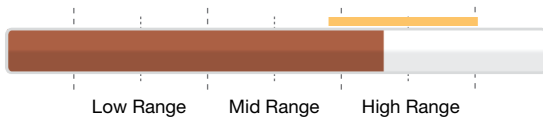
You are likely very comfortable in expressing your emotions and lead in a way that is authentic and inspirational. Free emotional expression ensures you are seen as human with a connection to your work and those you lead. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

### Independence (120)



You rarely depend on others to make important decisions, or to approve of your decisions. As a leader it is important to consider if your strong independence means you have a tendency to leave others behind. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

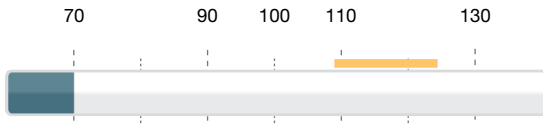
### Assertiveness (116)



Your result suggests that you are a leader who shares your thoughts and maintains a strong position when your beliefs are challenged. Remain aware of being assertive as opposed to aggressive. Your result on this subscale is not only above average but it also falls *within* the leadership bar. There is a mixed level of agreement between your self-assessment and your raters' feedback.

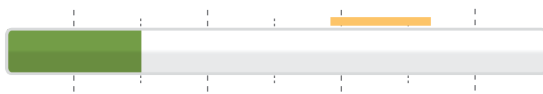
## Lowest 3 Subscales

### Stress Tolerance (70)



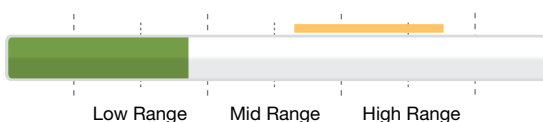
You may struggle to remain composed when leading in difficult situations. Watch that you do not become overly emotional or too withdrawn. Your team needs you to actively address the demands of the situation. Your result on this subscale falls *below* the leadership bar. There is little agreement between your self-assessment and your raters' feedback.

### Problem Solving (80)



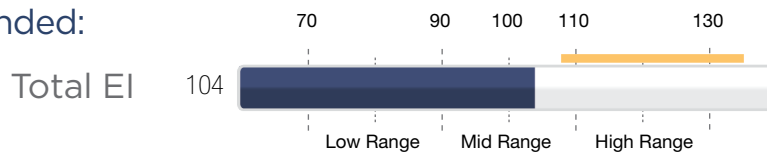
You often fall victim to your emotions and might feel overwhelmed when it comes to making decisions. Improve in this area to use emotions to your advantage when solving problems instead of falling victim to them. Your result on this subscale falls *below* the leadership bar. There is little agreement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

### Impulse Control (87)



You may have a tendency to make rash decisions that can overwhelm your team. Work on this area to avoid being derailed by the temptation to act, particularly when others are not on board with your decision. Your result on this subscale falls *below* the leadership bar. There is agreement between your self-assessment and your raters' feedback.

## How You Responded: Overview



### Self-Perception Composite

113

#### Self-Regard

Respecting oneself; Confidence

112

#### Self-Actualization

Pursuit of meaning; Self-improvement

114

#### Emotional Self-Awareness

Understanding own emotions

112

### Self-Expression Composite

126

#### Emotional Expression

Constructive expression of emotions

123

#### Assertiveness

Communicating feelings, beliefs; Non-offensive

116

#### Independence

Self-directed; Free from emotional dependency

120

### Interpersonal Composite

101

#### Interpersonal Relationships

Mutually satisfying relationships

103

#### Empathy

Understanding, appreciating how others feel

100

#### Social Responsibility

Social consciousness; Helpful

100

### Decision Making Composite

86

#### Problem Solving

Find solutions when emotions are involved

80

#### Reality Testing

Objective; See things as they really are

100

#### Impulse Control

Resist or delay impulse to act

87

### Stress Management Composite

93

#### Flexibility

Adapting emotions, thoughts and behaviors

99

#### Stress Tolerance

Coping with stressful situations

70

#### Optimism

Positive attitude and outlook on life

115

70 90 100 110 130  
Low Range Mid Range High Range

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# How You Responded: Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This page provides you with a leadership lens through which to view your **self-report** results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are displayed below. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas is likely to yield the greatest return in your growth as a leader.

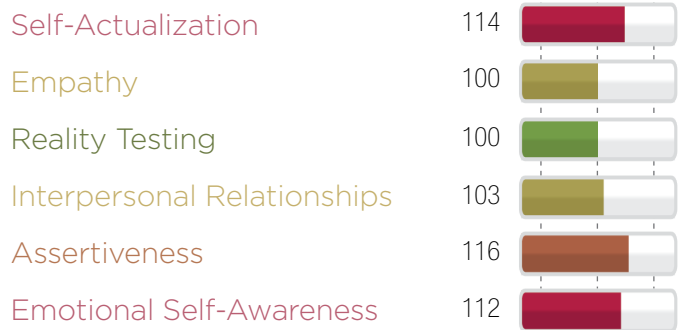
## Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.



## Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



## Insight

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



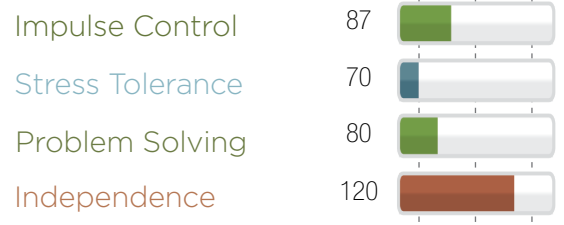
## Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



## Leadership Derailers

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

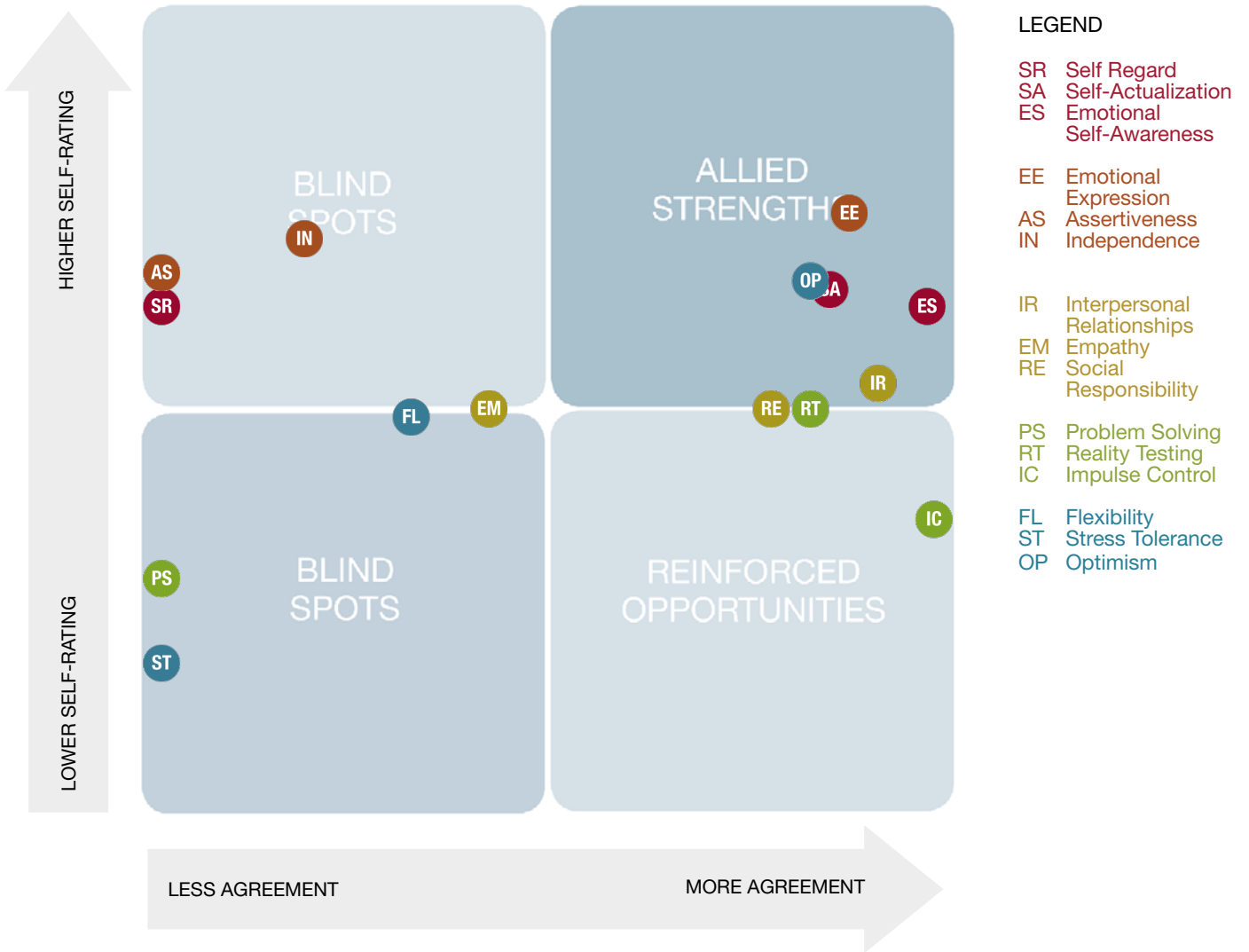


# Profile Gap Analysis

Agreement between self scores and each rater score

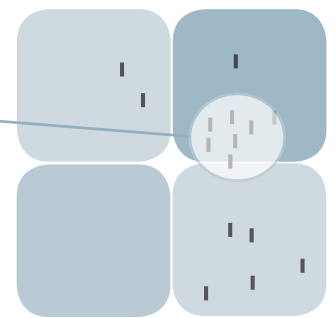
The figure on this page provides you with a general overview of the level of agreement between how you see yourself and how others see you. It compares your self score and the scores you received from each individual rater, across the various subscales.

- The horizontal axis shows you how much agreement there is between your self scores and the ratings from your raters. Subscales appearing to the far right indicate consensus—you see yourself demonstrating these behaviors much in the same way as do those around you.
- The vertical axis shows your self-ratings. Higher scoring subscales will appear towards the top of the graph and lower scoring subscales at the bottom.
- Subscales that overlap with one another indicate a consistent experience of those particular EI behaviors.



**WHAT TO LOOK FOR:**  
Subscales falling in the left quadrants have awareness gaps, meaning you see yourself differently from the way others see you. You may be unaware of, or “blind” to your own EI strengths and weaknesses.

**WHAT TO LOOK FOR:**  
Concentration in the two right quadrants indicates a healthy level of self-awareness.







# How You and Your Raters Responded: Summary

Now that you understand how you rated yourself, you can begin to discover the richness of the data collected from your colleagues and how this compares to your self-ratings. The two graphs below show a broad overview of your results at the Total EI level and at a Composite Scale level.







## Total EI:

Total EI provides a general indication of your emotional and social skills, and how these skills influence the way you perceive and express yourself, maintain social relationships, cope with challenges, and use emotional information in a meaningful way.

	70	90	100	110	130	Self <b>S</b>	Manager <b>M</b>	Peer <b>P</b>	Direct Reports <b>DR</b>	Family/Friends <b>F</b>	Other 
<b>Total EI</b>						104	104	105	106		

## Composite Areas:

The five composite areas of the EQ-i 2.0 represent broad skill areas that are important in dealing with workplace demands. Once you understand your results in these broader areas, use the graph on the next page to dig deeper into your specific subscale results.

	70	90	100	110	130	Self <b>S</b>	Manager <b>M</b>	Peer <b>P</b>	Direct Reports <b>DR</b>	Family/Friends <b>F</b>	Other 
<b>Self-Perception</b>						113	96*	101*	112		
<b>Self-Expression</b>						126	103*	104*	117		
<b>Interpersonal</b>						101	111*	107	95		
<b>Decision Making</b>						86	98*	99*	99*		
<b>Stress Management</b>						93	109*	108*	110*		

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

**Self-Perception.** Subscales in this composite address the 'inner-self' and assess your feelings of inner strength, confidence, and pursuit of meaningful goals, as well as your understanding of what, when, why, and how different emotions impact your thoughts and actions.

**Self-Expression.** Subscales in this composite are an extension of Self-Perception as they assess the outward expression or the action part of your internal perception. Such skills as openly expressing thoughts and feelings in a constructive way and remaining self-directed are included in this composite.

**Interpersonal.** The Interpersonal composite includes subscales which measure your ability to develop and maintain relationships based on trust and compassion, articulate an understanding of another's perspective, and act responsibly, showing concern for others, your team or your greater community/organization.

**Decision Making.** Subscales in this composite address the way in which one uses emotional information by understanding the impact emotions have on decision-making, including the ability to resist or delay impulses and remain objective so to avoid rash behaviors and ineffective problem solving.

**Stress Management.** This composite contains subscales which address how well one can cope with the emotions associated with change and unpredictable circumstances, while remaining hopeful about the future and resilient in the face of setbacks and obstacles.

# How You and Your Raters Responded: Summary

EI Subscales	70	80	90	100	110	120	130	Self <b>S</b>	Manager <b>M</b>	Peer <b>P</b>	Direct Reports <b>DR</b>	Family/Friends <b>F</b>	Other
Number of raters								1	1	3	3		
Self-Regard	<b>M</b>	<b>P</b>			<b>S</b>			112	65*	84*	112		
Self-Actualization				<b>M</b>	<b>DR</b>	<b>S</b>		114	106	107	110		
Emotional Self-Awareness				<b>S</b>	<b>M</b>			112	117	112	112		
Emotional Expression						<b>D</b>	<b>M</b>	123	119	119	117		
Assertiveness		<b>P</b>	<b>M</b>			<b>D</b>	<b>S</b>	116	89*	84*	114		
Independence			<b>M</b>	<b>P</b>	<b>DR</b>	<b>S</b>		120	95*	104*	112		
Interpersonal Relationships				<b>S</b>	<b>M</b>			103	110	108	102		
Empathy		<b>DR</b>		<b>S</b>	<b>P</b>	<b>M</b>		100	112*	106	85*		
Social Responsibility				<b>S</b>	<b>DR</b>	<b>M</b>		100	110*	108	104		
Problem Solving		<b>S</b>		<b>M</b>	<b>DR</b>	<b>P</b>		80	99*	109*	107*		
Reality Testing				<b>S</b>	<b>M</b>	<b>DR</b>		100	103	103	110*		
Impulse Control			<b>DR</b>	<b>S</b>	<b>M</b>			87	91	88	82		
Flexibility				<b>S</b>		<b>M</b>		99	112*	111*	110*		
Stress Tolerance	<b>S</b>			<b>M</b>	<b>P</b>			70	96*	105*	105*		
Optimism					<b>P</b>	<b>DR</b>	<b>S</b>	115	117	106	111		

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

# How Your Raters Responded: Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies presented over the next two pages is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This section provides you with a leadership lens through which to view how your raters responded. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i 2.0 subscales (based on theory and research) that are associated with each competency are listed. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you are rated lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas is likely to yield the greatest return in your growth as a leader.

## Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.



Self-Actualization

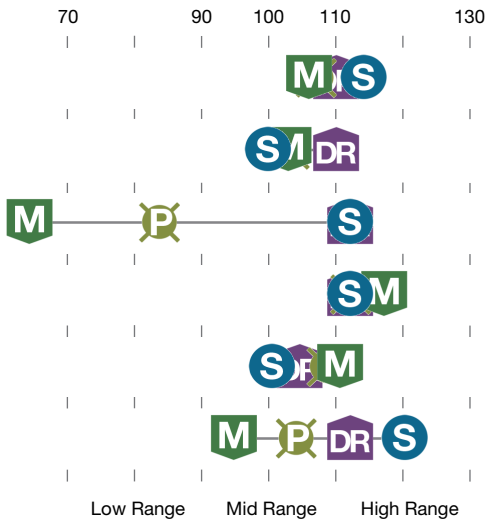
Reality Testing

Self-Regard

Emotional Self-Awareness

Social Responsibility

Independence



## Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.



Self-Actualization

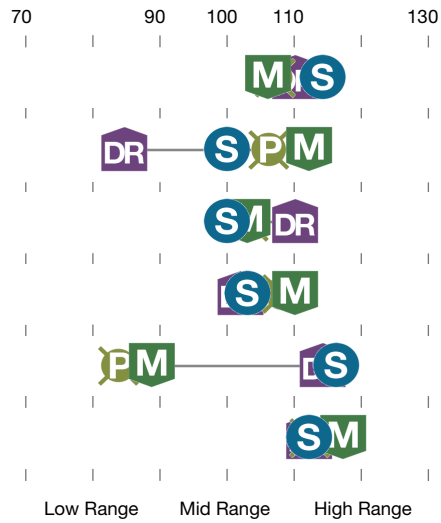
Empathy

Reality Testing

Interpersonal Relationships

Assertiveness

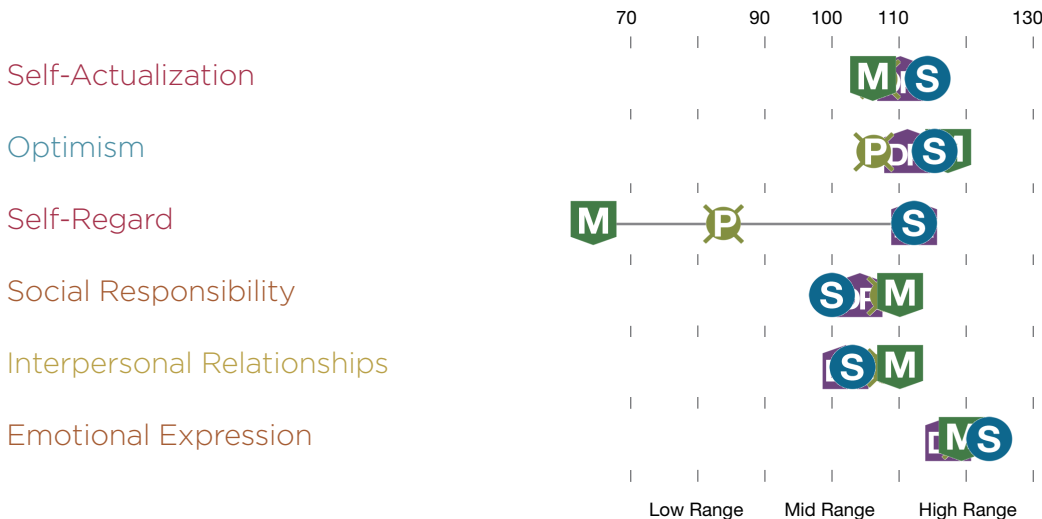
Emotional Self-Awareness



# How Your Raters Responded: Leadership Potential

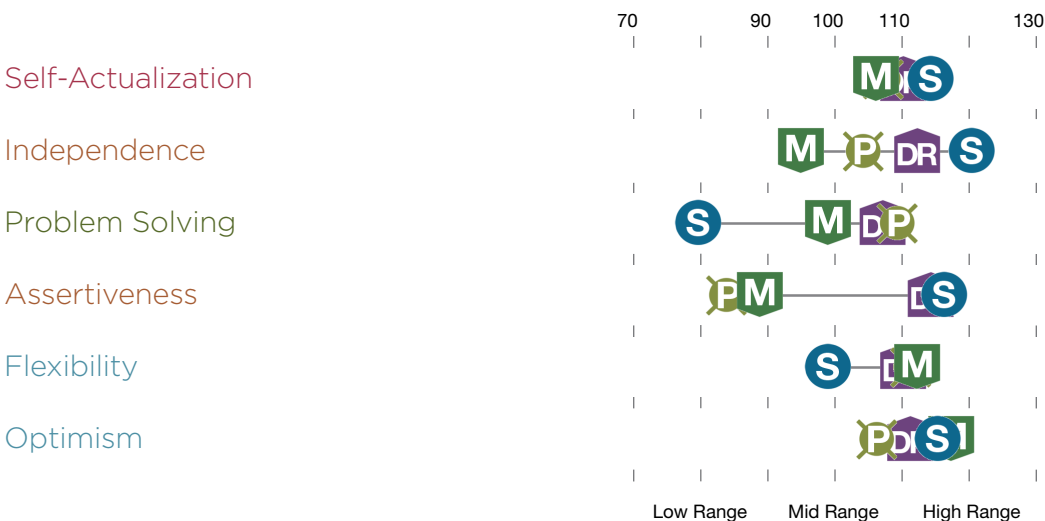
## Insight

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



## Innovation

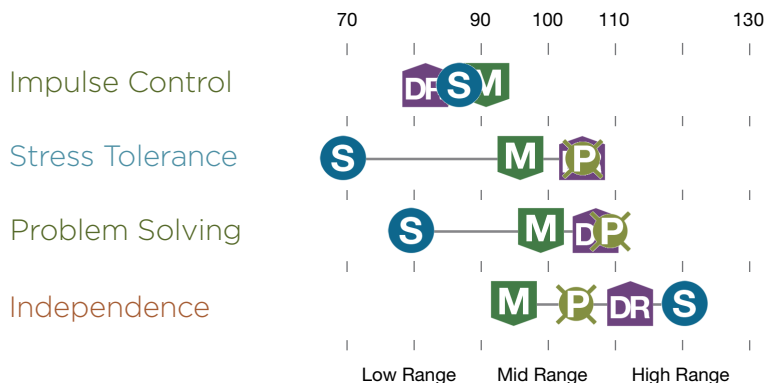
An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



# Leadership Derailers

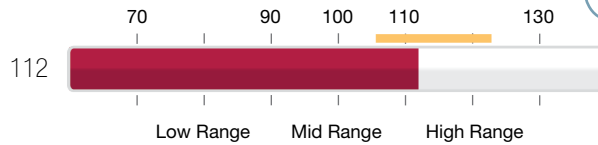
Although scoring low on any EI subscale is a potential contributor to leadership derailment, our research suggests that the four EI subscales presented to the right will have the biggest implications for leadership derailment.

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



## Self-Regard

Respecting oneself; Confidence



### How You Responded:

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Mariana, your result suggests that your self-regard is stronger than most people's. You are likely to be seen as a self-confident leader who understands both personal strengths and weaknesses. It is important to ground your self-assuredness by using your reality testing skills and by continually seeking feedback. You may:

- Exercise your considerable influence on key, strategic decisions.
- Demonstrate courage to stick by your convictions even in the face of dissenting viewpoints.
- Use a leadership approach that leverages your strengths and delegate tasks in your weaker areas.

You scored well above average on Self-Regard and fall within the leadership bar.

### Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your result may mean that you are driven to surpass organizational targets, create an atmosphere of excellence and demonstrate a strong sense of confidence in your leadership capabilities. The challenge is that you could lose touch with a realistic appraisal of your capabilities. It is important to draw on reality testing behaviors and feedback from your team to maintain a healthy self-perception.

**Organizational Implications.** Your ability to understand and accept your strengths and weaknesses is likely perceived as a genuine approach to leadership. Your higher confidence can probably be seen across department lines, as you feel assured that you can help out in a variety of capacities. You likely serve as a role model, and your higher expectations of yourself and your employees may lead to better quality decisions and greater productivity. Use external validation to avoid any attempts at self-aggrandizement and to maintain a realistic appraisal of your talents.

### Strategies for Action

**Be Mindful of Your Weaknesses.** Awareness of your shortcomings helps to circumvent an inflated self-concept and temper this exaggerated self-image.

- Nobody's perfect; our flaws make us human. The key is to be cognizant of your limitations and ensure that they do not impinge on organizational performance.
- Develop strategies to improve your limitations. For example, if you are impatient and anxious when deadlines are not met in a timely fashion, you may want to refocus and practice relaxation techniques (e.g., deep breathing).
- You are only limited by the power of your imagination. Awareness leads to action and meaningful change. Be mindful that change does not occur overnight, but with persistence, transformation is possible.

**Modesty is the Best Policy.** While it is important to feel good about your strengths, do not overinflate them.

- Watch that you don't fall prey to arrogance; demonstrate humility and be humble in your approach. Successful leaders know their worth, but they remain grounded by seeking feedback from their team as well as from other leaders.
- Colleagues respect a leader who is visionary and exudes charisma, but who is also approachable, genuine and can relate to others. Your modest approach will help you win the esteem and admiration of your employees.

### Balancing Your EI

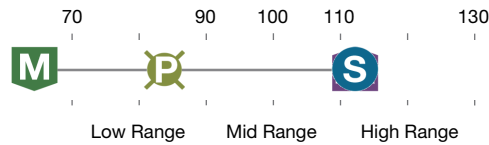
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard (112) ➤ Problem Solving (80)

Your Self-Regard is higher than your Problem Solving. These components work effectively together when self-confidence promotes the feeling that you can and will succeed. Therefore, cultivate a feeling of resilience and perseverance to commit to finding required solutions.

# Self-Regard

Respecting oneself; Confidence



## How Your Raters Responded:

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

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

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

**MANAGER**

How your MANAGER rated you:

You rated yourself higher in Self-Regard than your Manager. An implication of this result is that your self-perception may not be grounded in objective evidence, or at least not the same evidence that is used by your Manager to gauge your self-confidence. Although you rated yourself higher in Self-Regard, your Manager may see you as being more modest, insecure or self-critical. If you continually downplay your ability to others, you may convey a sense of reduced self-worth and misrepresent some of your strengths. Take advantage of challenging opportunities that allow you to demonstrate your skills. *What examples can you think of that would lead your Manager to rate you lower in Self-Regard?*

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

**DIRECT REPORTS**

How your DIRECT REPORTS rated you:

Mariana, the closest agreement between your Self-Regard rating and those of your rater groups is between you and your Direct Reports. Your result indicates that you recognize your strengths and weaknesses and that you portray a high level of confidence in your relationship with your Direct Reports. This rater group sees your inner strength as you do, suggesting that you come across as certain of your capabilities and comfortable with who you are. This can be particularly beneficial if you are in a leadership role as the demonstration of inner strength and confidence can be inspiring, making it easier for you to make decisions, take charge and command action from your team. *Why do you think this rater group agrees the most with your rating of Self-Regard? How can you replicate this experience with other key individual?*

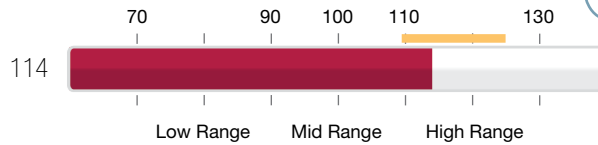
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Feels good about self	4	2	3.67	4		
Feels sure of self	4	2	3.67	4.67		
Doesn't feel good about self	1	3	2	1		
Lacks self-confidence	1	3	2.67	1		
Finds it hard to accept the way he/she is	1	3	2.33	1		
Thinks highly of himself/herself	4	2	3	5		
Respects self	5	3	3.67	4.67		
Happy with self	5	4	3.33	4.33		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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## Self-Actualization

Pursuit of meaning; Self-improvement



### How You Responded:

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this may sound philosophical, as a leader it means finding purpose and enjoyment in your role and performing to your fullest potential. Mariana, your result suggests that you find deep meaning in your work, set challenging goals for yourself, and expect the same level of engagement from others. In addition to the passion and drive you bring, your result may also mean that:

- You feel as though you are exactly where you need to be.
- You promote the growth and achievement of other employees.
- Organizational goals are surpassed and high levels of performance are achieved.

You scored well above average on Self-Actualization and fall within the leadership bar.

### Leadership Impact



Authenticity



Insight

**Leadership Implications.** You are passionate about your leadership role within the organization, feel inspired and are living life in accordance with your values. You find ways to ensure that your talents are being optimally leveraged, and expect the same from your team. Your dedication to constant growth reverberates throughout your team, which is conducive to exceptional individual and team performance.

**Organizational Implications.** You empower employees to achieve success in their role. You bring out the best in your staff by challenging them with high standards and by inspiring them to surpass their potential. The organization may thrive under your guidance, with employee morale and fulfillment being a top concern for you. You create an atmosphere so that employees are able to accomplish great feats in their careers.

### Strategies for Action

**Sensible Beliefs.** As a highly self-actualized leader, you may hold unrealistically high expectations of your employees. You may believe that staff must live up to the same high standards that you do as a leader.

- While a fervent energy and passion may permeate your work, employees may not show the same gusto. Use your reality testing and empathy to monitor the temperature and engagement of the team in order to justly accommodate all levels of interest.

**Embrace Spontaneity.** A defining characteristic of self-actualized leaders is a tendency to be open to change.

- If you remain stagnant, your commitment to personal growth will be called into question. Continue to keep abreast of new developments and inspire the same of those you lead.
- Ensure that at least one of your personal development goals includes keeping on top of the latest technology, leadership techniques or advances in your profession.

### Balancing Your EI

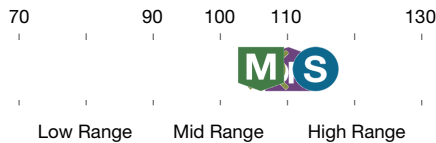
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Reality Testing. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization (114) ➔ Reality Testing (100)

Your Self-Actualization is higher than your Reality Testing. To balance these components, goals and aspirations should be tempered with a sense of realism. Create both long-term and short-term goals to help you achieve your aspirations. This approach provides a sense of the short-term resources needed to be successful and thus brings a reality check into the process that also speaks to the viability of the long-term goals.

# Self-Actualization

Pursuit of meaning; Self-improvement



## How Your Raters Responded:

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

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

You agree with your rater groups that you have achieved a significant level of Self-Actualization and this likely has a positive influence on your daily functioning. This result suggests that those you work with may describe you as a self-motivated, goal-driven individual who seeks improvement in oneself and inspires the same improvement in others. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that they are being put to good use. You also know there is a greater purpose behind your actions, so if something goes awry your resilience and fortitude are likely to get you back on track more quickly than someone who has a lower sense of meaning in their pursuits. *Are your activities and interests varied, or do you focus your energy on just a few key passions? What benefits does your level of self-actualization have on meeting your performance objectives?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Accomplishes goals	4	5	4.67	4.67		
Has something to contribute	5	5	4.67	4.67		
Seeks enriching experiences	5	4	4.33	4.67		
Self-motivated	5	4	4.33	4.67		
Makes good use of abilities	5	4	4	4.33		
Strives to be the best he/she can be	5	5	5	4.33		
Driven to achieve	5	5	4.33	4.67		
Makes life meaningful	4	4	5	5		
Looks for ways to improve	4	4	4	4.33		

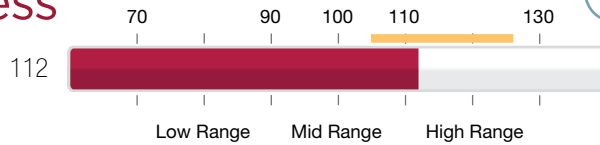
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Emotional Self-Awareness

Understanding own emotions



## How You Responded:

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behavior and control the impact your emotions have on employees in the organization. Mariana, your result indicates that more than most people, you are conscious of your emotions and the impact they have on performance. You likely lead with composure and a full understanding of your impact on others. It is likely that you:

- Can choose a course of action based on a "gut feeling" in time-constrained situations.
- Generate respect, admiration, and honesty from employees because you are viewed as highly self-aware.
- Generally take time to contemplate instead of acting rashly, thereby considering your emotional response and those of others.

You scored well above average on Emotional Self-Awareness and fall within the leadership bar.

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** As a leader, you have a thorough grasp of your emotional triggers and reactions. This in-depth understanding helps fuel a streamlined decision-making process as you incorporate your emotions into your role as a leader. Knowing your emotional triggers and reactions, you are able to utilize this emotional knowledge to effectively navigate through challenging or difficult situations.

**Organizational Implications.** Your capacity to grasp subtle emotional nuances helps you take calculated risks that help the organization meet its strategic goals. This comfort with, and knowledge of, your emotional triggers and reactions allows you to lead with authenticity and a candid approach to help you gain credibility and buy-in with employees. You are able to manage tense and perhaps overwhelming situations with ease, and you are able to use and recognize your full spectrum of emotions.

## Strategies for Action

**Be a Role Model.** Through the steadfast control of your emotions, you can be innovative, successfully take risks, and gain the trust of your employees.

- The most prominent leaders have an aptitude for remaining composed in competitive situations and under mounting pressure and duress. Your ability to be aware of your emotions helps you to serve as a model of composure and ensures that employees feel secure and content to overcome any potential challenge.
- Give seminars/workshops or hire an expert to teach employees about understanding emotions and the impact of their emotions on others.

**Weigh the Evidence.** As you are highly adept at understanding your emotions, you may have a tendency to be overly reliant on your emotional barometer to make decisions. Be mindful to incorporate objective evidence.

- Intuition can only carry you so far. While a deal may feel right, data may not support the intended strategy. Be sure to seek counsel from colleagues, involve members of your team and emphasize facts to support your proposed course of action.

## Balancing Your EI

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

Emotional Self-Awareness (112) ↔ Stress Tolerance (70)

Your Emotional Self-Awareness is higher than your Stress Tolerance. When these scales work well together, you are able to recognize how stressful situations are affecting you on an emotional level. That is, you are better able to navigate the situation and manage the emotions created by the situation. Emotions should not be ignored but neither should they entirely dictate your behavior when under stress.

# Emotional Self-Awareness

Understanding own emotions



## How Your Raters Responded:

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

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

You agree with all your rater groups that you usually identify your emotions effectively. These people would describe you as knowledgeable about what you are feeling and why you are feeling a certain way. You can navigate your emotional landscape and recognize when performance is being affected by your mood. Your consistency with your raters suggests that you are putting your emotional understanding into action across most, if not all, interactions. *What can you learn from such high agreement on your Emotional Self-Awareness to apply to other EI skill areas? How does your Emotional Self-Awareness support other EI skills?*

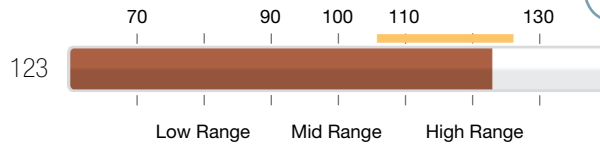
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Attends to own feelings	5	4	4	4.33		
Aware of how own mood impacts others	4	4	4.67	4		
Knows what triggers own emotions	4	5	4	4.33		
Aware of own feelings	4	4	4.33	4.33		
Recognizes when he/she is upset	4	5	4	4		
Understands how others' emotions affect him/her	5	5	4	4		
Knows which emotions affect his/her performance	5	4	4.33	4.33		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Emotional Expression

Constructive expression of emotions



## How You Responded:

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. Mariana, your result suggests that it is natural for you to describe your emotions in a way that is genuine and consistent. You are likely an "open book"; your team always knows how you feel about a particular event or decision. Consider the following, which may be characteristic of you:

- You are able to express most emotions through words, and have a large vocabulary of emotion words and/or facial expressions.
- You find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., frustration).
- You foster strong engagement in your team, expressing passion for particular issues and capturing their hearts with your emotion.
- You may share too much emotional information with your team leaving them overwhelmed and unable to share their own emotions.

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

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your high score on Emotional Expression indicates that you are likely to express your emotions, thoughts and feelings to your team. This is particularly helpful for your leadership when making decisions, resolving interpersonal conflict, and gaining the resources that your team needs. You tend to make a good first impression as you have likely mastered both verbal and nonverbal cues. Be cautious of over-sharing emotion so that you do not appear derailed by your emotions (e.g., you remain heated and angry over a bad decision when your team has moved on).

**Organizational Implications.** Your high level of Emotional Expression drives a culture of open communication at your organization. Your team and others in the organization feel comfortable coming to you with their thoughts, ideas, and concerns. This atmosphere can help you to stay in touch with your employees' reality during difficult times. Ensure that you are consistently demonstrating active listening and mutual respect; a high level of emotional expression can be overwhelming and can result in your team being withdrawn.

## Strategies for Action

**Listen and then Express.** Leverage Empathy and Interpersonal Relationships to ensure your expressions are at an appropriate intensity, especially when you want to contribute a differing point of view.

- Be vigilant of others' reactions, both verbal and nonverbal.
- Seek to understand the other person's perspective; ask thoughtful questions.
- Maintain appropriate silence; listen for content and emotions.
- Then express your differing point of view.

Actively listening and giving signs that we truly seek to understand provides an invaluable amount of validation to the other party. When the other party feels heard and understood, they are less likely to be defensive or dig in their heels. This way they are more likely to be open-minded and cooperative when you present your differing point of view.

**Make the Connection.** Tie your emotions to the potential impact that will arise from communicating the source and reason of your emotions. Emotions backed by clear rationale have the best chance of engaging others in your cause. For example, rather than just being anxious, prepare something along the lines of the following: "I am really anxious about meeting our timelines for this product. I'm anxious because we have lost time due to errors we have found in the process. If we don't test the product thoroughly, I am concerned we will lose thousands with a late product."

## Balancing Your EI

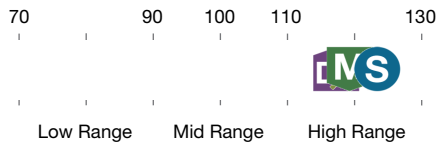
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. The subscale that differs the most from Emotional Expression is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Emotional Expression (123) ➔ Empathy (100)

Your Emotional Expression is higher than your Empathy. Do you focus more on the expression of emotions, thoughts, and feelings than on being empathic toward others? Balancing these facets requires careful listening to the ideas of others, as well as being attentive to their feelings. When these facets are balanced, you can effectively gauge whether the intensity and timing of your expression is appropriate for the situation.

# Emotional Expression

Constructive expression of emotions



## How Your Raters Responded:

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

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

Your rater groups agree with you that you can easily express your emotions. They would describe you as comfortable expressing emotions across different situations. They have probably seen you express yourself in a variety of ways using tone, body language, facial expressions, and an expansive emotional vocabulary to clearly articulate how you feel. People rarely have to guess how you feel about a particular decision or course of action. Your emotional expression helps to build two-way communication, heal interpersonal conflict, and gain the emotional, social, and tactical resources needed to be successful in your role. *In what ways can you leverage emotional expression skills to strengthen other EI skills? Are there any drawbacks to having such a high level of Emotional Expression?*

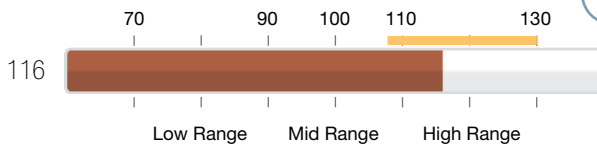
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to share feelings	1	1	1	1.67		
Easily expresses feelings	5	4	4.33	4.33		
Has difficulty expressing intimate feelings	1	1	1.33	2		
Talks to others when sad	4	4	4.33	4.33		
Difficult to show feelings to others	1	2	1.33	1.33		
Difficult to show affection	1	1	1.33	1		
Has difficulty describing feelings	1	1	1.67	1		
Hard to smile	1	1	1	1.33		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Assertiveness

Communicating feelings, beliefs; Non-offensive



## How You Responded:

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with your team by finding the right language at the right time to express your feelings and thoughts. Mariana, your results indicate you operate at the assertiveness midpoint of this line almost all of the time, articulating your thoughts in a clear and confident way. The following characteristics may apply to you:

- You are firm and direct when making decisions.
- You guide your team toward your goals by articulating your needs and protecting their resources.
- You view your rights and those of your team's as sacred.

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

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your results suggest that you likely pull on strong emotions and convictions to state your position. This is a crucial skill to have when leading a team; it helps in gaining your team's buy-in and inspiring them towards innovative solutions. Further, a high level of assertiveness helps to gain the resources your team needs and proactively clear obstacles in the path of your team's success. While such situations require you to be an assertive leader, others may require you to be more flexible in your thinking. Becoming too rigid in defending your position may result in unproductive, stubborn, or aggressive behavior.

**Organizational Implications.** Your results suggest that you are skilled at getting your point across in a clear and confident manner. This skill is likely to help you resolve conflict, leverage organizational resources, openly voice your opinion, and contribute to the success of your organization. Leadership competencies are especially visible when you are assertive because you likely create a strong platform from which to showcase your talents, and those of your team. Watch that when you defend your position, you do not miss important information or feedback that may alter your perspective.

## Strategies for Action

**Knowing Where You Stand.** In order to move towards a decision, and ensure your team works collaboratively, highly assertive leaders need to have a clear understanding of where they stand and the points on which you are willing to concede.

- Note the ideal outcomes you would like to see from your next meeting.
- Review the outcomes you identified and separate the core outcomes that are essential to progress.
- Then, identify the information you need to hear from others to concede on these points.

Knowing the core outcomes that are essential, and the idealistic outcomes on which you are willing to be flexible, will help you stay focused on the goal, and not become paralyzed in rigid debate.

**Crossing the Aggression Line.** As a leader with a high level of Assertiveness, making decisions probably comes easily to you. This likely provides direction for your team to work towards project goals. Be mindful of your behavior crossing the line into aggression. Ensure you spend the time truly listening to the input of others when making decisions. Maintaining a culture of open and respectful communication in this way can help immensely in inspiring others to reach new heights.

## Balancing Your EI

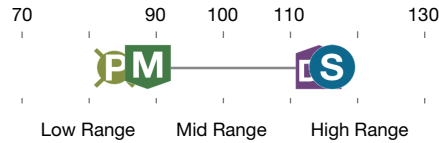
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. The subscale that differs the most from Assertiveness is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness (116) ➔ Empathy (100)

Your Assertiveness is higher than your Empathy. Where possible, focus on collaboration in meetings. You should strive to appropriately assert your views, but show an equal willingness to listen to others and be willing to agree when possible.

# Assertiveness

Communicating feelings, beliefs; Non-offensive



## How Your Raters Responded:

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

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

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

PEERS

How your PEERS rated you:

You rated yourself higher on Assertiveness than did your Peers. This gap suggests that you see yourself being more firm and direct than what is experienced in interactions with your Peers. Perhaps there are instances where this rater group had expected you to take a more assertive stance than you did, or maybe you feel assertive in your thoughts or intentions, but that ability to make your voice heard is not always translated into observable actions. Remember that in any role, and especially in leadership positions, your assertiveness is constantly on display. If your assertiveness is inconsistent, interactions with you can be more difficult. That is, because you speak up for yourself sometimes, people will assume you are comfortable doing so. When you do not, they will assume that you are content when you may not be. *What do you think explains the difference between your self-ratings and those of your Peers?*

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

DIRECT REPORTS

How your DIRECT REPORTS rated you:

You agree with your Direct Reports that you are able to be assertive, and stand up for yourself in a way that doesn't damage your relationships. Mariana, you are comfortable expressing your thoughts and ideas across different situations and in a manner that supports the accomplishment of your goals and objectives. This agreement in ratings indicates that your level of assertiveness is observed in much the same way as you believe you are demonstrating it; this rater group doesn't see you as being much more passive or much more assertive than you know yourself to be. You should still reflect on your interactions with your other rater groups to determine whether you find yourself as assertive in their presence as well. *Why might other rater groups see your level of assertiveness differently than you and your Direct Reports do? Would your raters say that assertiveness is a strength for you? Have there been times when you should have taken a less assertive position?*

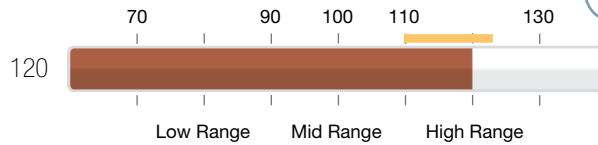
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Backs down even when right	2	3	2.33	1.33		
Says "no" when needed	5	4	3.67	4.67		
Is assertive	5	5	3.67	3.67		
Says so when he/she disagrees	4	3	2.67	4.67		
Firm and direct	4	3	2.67	5		
Stands up for own beliefs	5	3	3	4		
Tells people what he/she thinks	4	3	3.33	5		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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## Independence

Self-directed; Free from emotional dependency



### How You Responded:

Mariana, being independent means you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that this is a well-developed skill, as you are willing and capable of holding your own ideas and making necessary decisions required for your team on your own. You are unlikely to be swayed by popular opinion, which can help you maintain an established direction for your team. Consider the following interpretation of your results:

- You are comfortable providing direction and working on your own.
- You can work without emotional dependency on others, and don't require their reassurance.
- You accept responsibility for your decisions, knowing that at times people will disagree with you.
- Be cautious that you don't appear so independent that your team feels you overlook their feedback and involvement.

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

### Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your level of Independence indicates that you rarely depend on others to make important decisions. Because you are self-directed, you can analyze a situation, formulate a response, and move into implementation mode without second-guessing your decisions. This skill is crucial for a leader, especially when difficult decisions need to be made and direction is limited. At the same time, be careful not to neglect the emotions and opinions of your team, which could possibly leave them feeling alienated, and eventually disengaged.

**Organizational Implications.** You tend to voice your thoughts and opinions, likely adding your own perspective to the discussion table and influencing the direction of your organization. You are an active participant in generating ideas rather than a passive receiver. Keep a close eye on how often you go off in your own direction rather than building coalitions. Teams that strive for the same values and goals build strong organizations.

### Strategies for Action

**Stay Connected.** While being emotionally independent is important for leading a team, being completely autonomous can hurt the amount of buy-in you receive from them. Here are four qualities that you do not display; if you do, it may be time to scale back your independence.

- Ignorance: Are people feeling like I am ignoring facts in an effort to pursue my own agenda?
- Know it all: Do I think I know everything, and thus my team's advice is not needed?
- Detached: Am I hurting collaborative relationships and engagement by not including others?
- Closed door: While I have an open-door policy, is my behavior distancing myself from my team?

**Listening to Feedback.** To ensure that you do not hurt any key relationships throughout the organization, balance self-directed thought with the ability to seek advice and feedback. You do not have to be a fan of an idea to entertain the thought process of others and explore different perspectives. Doing so can help gain the support of others and perhaps even generate new possibilities.

- Examine a few of your past decisions. What did your decision-making process look like? Who did you connect with to seek advice or a differing point of view? How well did you follow along the input that was given to you?
- Next time when you are seeking advice from your team, note down the different perspectives before presenting a counter-thought. Then reflect on those notes and think through the feedback and the possible impact on your decision.

### Balancing Your EI

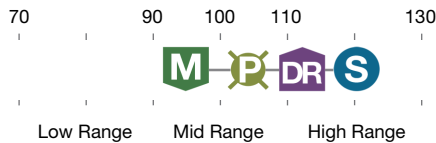
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Independence (120) ➔ Problem Solving (80)

Your Independence is higher than your Problem Solving. These components can be balanced by acting collaboratively when problem solving. Leveraging interpersonal relationship skills where necessary and involving others in decision-making processes may serve to enhance your problem solving process.

# Independence

Self-directed; Free from emotional dependency



## How Your Raters Responded:

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

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

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

**MANAGER**

How your MANAGER rated you:

The gap between how you and your Manager responded suggests that you are seen as less independent than you believe yourself to be. Consider whether the decisions you make could appear to be heavily based on the input of others, particularly from the viewpoint of your Manager. It may be worthwhile to clarify what level of autonomy this rater group expects; perhaps what you believe to be gathering input is seen as seeking reassurance and validation by your Manager. Find balance between including others in your decisions and becoming overly dependent on their input. *Why might your Manager have rated you lower than you did yourself on Independence? What are the implications of believing yourself to be more independent compared to how others see you?*

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

**DIRECT REPORTS**

How your DIRECT REPORTS rated you:

You and your Direct Reports agree that Independence seems to come naturally to you. You are able to analyze a situation on your own, formulate an appropriate response, and move into implementation mode without seeking much approval. Mariana, this independent approach shows initiative and suggests that you take responsibility for your actions when direction is limited. A note of caution for independent people is to ensure that you include others not only in an effort to gather relevant information, but to achieve full support and buy-in for decisions. Check in regularly with your rater groups to ensure your preference for autonomy does not spur feelings of neglect or lack of involvement in your decisions. *At what point do you think independence can become counterproductive? Would your other rater groups agree with this?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it hard to make decisions	1	4	1.67	1		
Clings to others	1	1	1.67	1		
Easily influenced	1	2	2	1.33		
Prefers job where told what to do	1	2	1.67	1		
Difficult doing things on own	2	2	1.33	2		
Needs reassurance	1	2	1.33	1.67		
Needs others	1	1	1.67	1.33		
More of a follower	1	2	1.67	1.67		

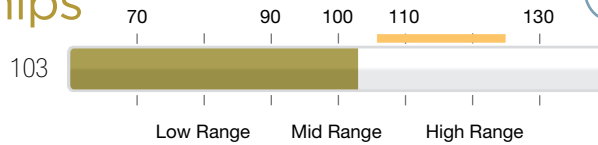
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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## Interpersonal Relationships

Mutually satisfying relationships



### How You Responded:

Leadership cannot exist without strong relationships. While you likely have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Your result suggests that you focus on building strong relationships to inspire your team around the organization's vision and to reach innovative outcomes. Mariana, you can think of interpersonal relationships as your medium to encourage learning, share new ideas and gain buy-in for your vision—all in an effort to engage your team in reaching common goals. You likely:

- Know your team members' hidden and visible strengths and weaknesses.
- Are generally approachable and encourage the exploration of fresh ideas and risks.
- Are seen as a sociable leader, however your relationships would be even stronger if you honed this skill.

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

### Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your Interpersonal Relationships result indicates that most of the time you work as a connected leader who coaches and mentors others to reach their potential. While there is still room for improvement, you value building authentic relationships that help your team to feel comfortable in sharing information and insight for decision-making. Develop this skill further by building connections beyond your comfort zone.

**Organizational Implications.** Most of the time, you use interpersonal and networking skills to gain resources for your team. You are likely able to make a mark on the organizational stage, impacting decisions with information sourced from a variety of relationships. Although there is room for you to broaden your relationships, you understand that mutually-beneficial relationships can help you gain the support that your team needs and create a positive team and corporate culture.

### Strategies for Action

**Recognition Goes a Long Way.** Remember to express recognition and celebrate individual and team success consistently.

- Through simple acknowledgments, reward people for achievements, meeting challenges, and upgrading their skills and knowledge.
- Do you know what kind of recognition your team members prefer? Not everyone likes a reward given in front of their peers.
- Find opportunities to improve your interpersonal skills; walking around the office and engaging in team discussions can be a management practice to help you understand your colleague. These opportunities can help expose you to the type of recognition people prefer.

**Building Trust.** Building resilient and trusting relationships with all people, regardless of your feelings toward them, is crucial to navigating the political landscape of your workplace.

- Identify the people with whom you have not developed a strong relationship. List areas of these relationships you'd like to improve.
- Reflect on this list and explore what you have done to earn their trust. List what you think each person needs from you.
- Next time you meet with these people, make note to confirm your perspective on their needs. Were you accurate or do they need something you had not thought of?
- Arrive at an action plan to support one another on achieving common goals and needs.

### Balancing Your EI

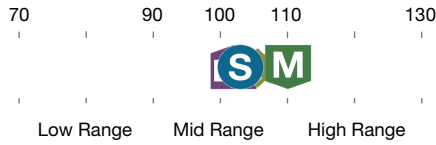
This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Interpersonal Relationships (103) ➤ Problem Solving (80)

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

# Interpersonal Relationships

Mutually satisfying relationships



## How Your Raters Responded:

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

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

You and your raters all agree that you regularly focus on developing rich, mutually satisfying relationships. The consistency between these ratings and yours suggests that you have similar expectations for how your relationships should be maintained; if there are unmet expectations, it is likely that you are experiencing them to a similar degree. However, there is still room for improvement. Stronger relationships can provide the social support needed to buffer the negative effects of stress, promote psychological adjustment and contribute to long lasting physical health. How can you build stronger relationships at work? *Are there people you would like to be closer to? How can you earn their trust and respect?*

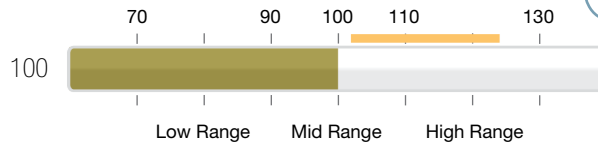
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes friends easily	4	5	4.33	4.33		
Enjoys talking	5	4	5	4		
Easy to approach	4	4	5	4.67		
Easy to confide in	4	5	4.33	4		
Fun to be with	5	4	4.67	4		
Team player	4	5	4	4.33		
Is sociable	4	4	4.67	4.67		
Has good relationships	4	5	4	4		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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## Empathy

Understanding, appreciating how others feel



### How You Responded:

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. Mariana, your result indicates that you tend to lead with empathy, grasping what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable leader and your team feels safe sharing thoughts and ideas. With a result such as yours, you may find:

- You are "tuned in" to how others are feeling.
- You care about the thoughts and feelings of your team as much as you do your own.
- Under times of stress or moments of defensiveness, you are likely to adopt a less empathic approach, possibly making decisions without considering the needs of your team.

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

### Leadership Impact



Authenticity



Insight

**Leadership Implications.** For you, empathy is a daily active process when resolving conflict, managing change, or making tough decisions. Your ability to show empathy usually allows you to come across as an authentic leader who can gain the trust and respect of your team. In order to be even more effective in inspiring and coaching your team, watch for instances where your empathic demeanor may crack (e.g., when you are feeling stress, or anger) and cause an emotional disconnect between you and your employees.

**Organizational Implications.** Although you have a reasonable level of empathy, working to increase it will benefit both you and your organization. The need to feel heard and understood is in the core nature of all human beings. Further increasing your level of empathy to provide this validation will help dampen defenses in conflict management and gain the commitment you need to achieve common goals.

### Strategies for Action

**Kick it up a Notch.** Successful leaders have the ability to adopt others' perspectives and can understand how different people experience emotions. Take the time to understand each member of your team. Prior to your next meeting, prepare by:

- Listing all attendees and what needs and expectations each bring to the meeting.
- Predicting how they will act during the meeting. What issues do you need to be sensitive towards?
- Generating a number of questions that you can use during the meeting to further understand your team's needs.
- Keeping a journal that records your correct predictions (hits) and incorrect predictions (misses) of the issues and actions that would be brought forth. Reduce the number of misses by understanding individual team members on a deeper level.

**Watching a Pro.** Find someone who is an empathic and yet efficient communicator.

- Observe their communication style in practice, taking note of how they balance their ability to remain empathic and respectful with meeting organizational demands.
- Examine your scores on Independence, Interpersonal Relationships, and Assertiveness to see how you can leverage other skills to develop Empathy.

### Balancing Your EI

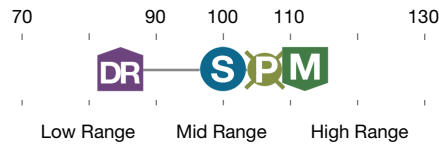
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. The subscale that differs the most from Empathy is Emotional Expression. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Empathy (100) < Emotional Expression (123)

Your Empathy is lower than your Emotional Expression. Before expressing emotions, be sure to consider the impact that your emotions can have on others. By displaying a greater balance of empathic behaviors, you will appear more supportive and less directive in your interactions with others.

# Empathy

Understanding, appreciating how others feel



## How Your Raters Responded:

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

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

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

### DIRECT REPORTS

#### How your DIRECT REPORTS rated you:

Your Direct Reports may perceive you to be less empathic than you see yourself. This difference in perspective may be the result of your Direct Reports perceiving your empathy as insincere. It is important to seek feedback from your Direct Reports to determine ways in which you can be more empathic and considerate of their needs. Although internally you may truly care for others, this level of concern may not be entirely apparent in your actions or conversations with your Direct Reports. Remember, if others sense that their needs and feelings are not being taken into consideration, they can be left feeling alienated and undervalued, even if you have the right intentions behind your actions. *Why might there be such a difference between your self rating and that of your Direct Reports? Are there examples of interactions with this group that might have come across as less empathic than was intended?*

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

### PEERS

#### How your PEERS rated you:

Mariana, you agree with your Peers that you are generally appreciative, understanding and compassionate of others' feelings. Although your Peers may describe you in this way, it is important to note that there are other rater groups who view your empathy differently than you do. The implication of this is that if you are seen as less sensitive or more sensitive towards certain individuals, you may lose the respect and trust of others. Try leveraging the empathy strengths you do have and apply them to situations where you may not show as much empathy as you could. *Why would your Peers agree with your self-rating of Empathy but other rater groups have a difference experience?*

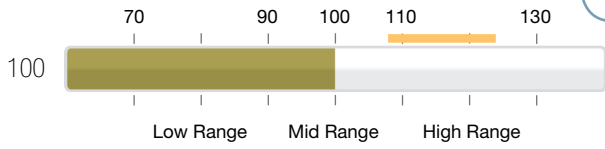
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Aware of others' feelings	4	4	4	3		
Is empathic	4	5	4	2.67		
Understands the way others feel	4	5	3.67	3		
Avoids hurting others' feelings	4	4	4	2.67		
In touch with others' emotions	4	5	4.33	3.33		
Relates to others' emotions	4	4	4	2.67		
Respects others' feelings	4	5	4.67	3		
Sensitive to others' feelings	4	4	4.33	3		
Cares about others' feelings	4	4	4	2.67		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Social Responsibility

Social consciousness; Helpful



## How You Responded:

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organizations, and communities. Mariana, your result suggests that you may be seen as a socially responsible leader who finds ways to coach and inspire your team. Although you usually promote cooperation and the achievement of mutually satisfying goals, you could benefit from demonstrating this even more often. Based on your result, you:

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

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

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your result suggests that you balance your focus between yourself and those in your organization/ community. You are likely seen as an ethical leader, who regularly places your team's goals ahead of your own personal agenda. That being said, under times of stress or competing pressures, you may not draw on social responsibility as much as you could, putting less effort into achieving goals for the greater good.

**Organizational Implications.** You tend to be regarded as a key contributor in achieving organizational and community goals, working with and not against others to get the job done. At the same time, you lead everyone to achieve common goals and make a difference in society (e.g., recycle, volunteer). You likely promote employee engagement, morale, mentoring, and other development practices that help build talent in the organization, but it would benefit you to make these practices even more of a priority.

## Strategies for Action

**Start Coaching.** Being a successful leader means consistently helping your team members improve. This increases overall team potential allowing you to guide your team to new heights and innovative outcomes.

- List your team members and the support that you currently provide for each of them.
- Then list how you can further help your team (e.g., increase your budget for further training, provide opportunity to incorporate a new method).
- What are some ways you could guide the team as a whole (e.g., team building activities)? Even if such activities take time and resources away from immediate activities, the net result will be improved collaboration and increased overall efficiency.

**A Culture of Cooperation.** A team that works in collaboration works like a well-oiled machine. What have you done recently to promote cooperation within your team?

- Conducting meetings to update the team will help them understand each others' needs and promote an environment of information sharing.
- Ask your team what other teams in your organization may need from your team (e.g., warehouse team might need product information).
- Look for ways to incorporate community support activities into your team/organization (e.g., working with a charitable organization for your next team-building event).

## Balancing Your EI

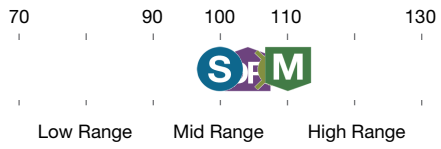
This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. The subscale that differs the most from Social Responsibility is Self-Actualization. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Social Responsibility (100) < Self-Actualization (114)

Your Social Responsibility is lower than your Self-Actualization. To balance these components, time should be allocated to those in your social groups and the greater community. Sometimes it is easy to align your own interests with the interests of society. For instance, if you love playing golf, consider donating your time to coaching or hosting a charity golf tournament. Or share your talents and expertise in your organization with activities that support corporate social responsibility (e.g., charity advisory boards).

# Social Responsibility

Social consciousness; Helpful



## How Your Raters Responded:

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

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

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

**MANAGER**

### How your MANAGER rated you:

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

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

**DIRECT REPORTS**

### How your DIRECT REPORTS rated you:

You and your Direct Reports might describe you as someone who usually feels responsible for helping others and engages in prosocial behaviors. Mariana, you would probably agree with your Direct Reports that there is opportunity to improve, as not everyone views your social responsibility in the same way that you do. The benefits of helping others extend much further than most people realize. For instance, increased happiness, more confidence in your ability to manage change, and better relationships are just a few examples of the positive effects of caring for others. *How do you demonstrate a concern for the welfare of others at work? In your community? On a global level? What are some ways you can make a greater contribution to society?*

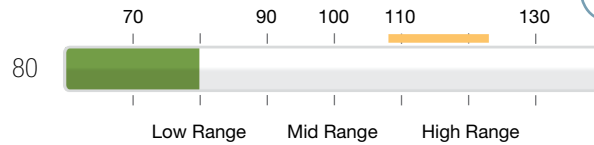
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Environmentally friendly	3	5	4.33	4.33		
Tries to make a difference in society	4	4	4.67	4		
Likes helping	4	5	4.33	4.33		
Is a contributing member	4	4	4	4		
Contributes to community	4	4	4.33	4		
Cares about social issues	5	5	4.67	4.33		

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

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## ■ Problem Solving

Find solutions when emotions are involved



### ■ How You Responded:

Solving problems is an everyday reality for leaders. However, leaders need more than just problem-solving skills, they need to work with problems where emotions are involved and recognize how these emotions impact their decisiveness. Mariana, this is an area of emotional intelligence that you currently underuse, sometimes falling victim to your emotions during times when decisions need to be made. Leaders who score in this range may not actively tackle problems and may evoke a sense of doubt and uncertainty in their fellow workers. Your result indicates:

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

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

### ■ Leadership Impact



Authenticity



Insight

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

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

### ■ Strategies for Action

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

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

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

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

### ■ Balancing Your EI

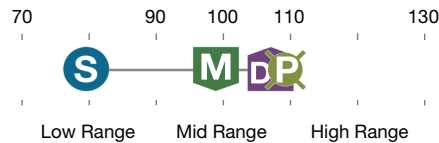
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving (80) ← Emotional Self-Awareness (112)

Your Problem Solving is lower than your Emotional Self-Awareness. To balance these aspects of EI, emotions should be considered in the decision making process, but not over-analyzed. Emotional information should be integrated into the decision making process but should not block action. Working through emotions verbally with others as you are arriving at a decision can be helpful.

# Problem Solving

Find solutions when emotions are involved



## How Your Raters Responded:

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

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

PEERS

How your PEERS rated you:

Rating yourself lower than your Peers suggests that from the perspective of this rater group, you appear to be managing your emotions when problem solving better than you feel you are. Even if emotions seem to derail our internal analysis of a problem, to others, such as your Peers, the end result can seem effective. Pay attention to how you are feeling at the different stages of solving a problem and determine whether these feelings are helping or hindering your resolution of that problem. *Why do you think this rater group sees stronger problem solving in you than you do? In your experience, what emotions have helped or hindered your ability to come to an effective resolution? How visible would this be to your Peers?*

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Can't decide what to do when upset	4	2	1.67	1.33		
Worries about a problem rather than solving it	3	2	1.33	2		
Avoids dealing with problems	3	2	1.33	1		
Has difficulty deciding on the best solution	2	1	1	1.33		
Gets stuck when solving problems	2	2	1.33	2		
Gets overwhelmed when making decisions	3	1	1.67	1		
Gets frustrated and gives up	2	2	1.67	1.67		
Emotions get in the way of decisions	2	2	1.33	1.33		

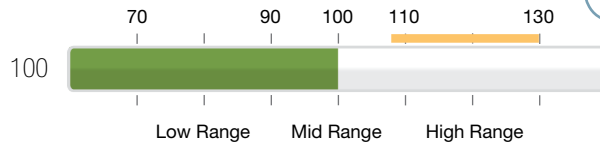
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Reality Testing

Objective; See things as they really are



## How You Responded:

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Mariana, your result on this subscale suggests that you are fairly adept at validating your feelings with external reality and realistically tuning in to the immediate situation. Leaders who score in this range can still develop; however, for the most part you convey that you are in tune with others' perspectives, and with the immediate organizational landscape. Your result suggests:

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

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

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** You are likely conveying an appropriate level of objectivity which helps your direct reports see you as a fair, accurate and in-touch leader. Your leadership is likely even-keeled, particularly if you are high on impulse control as well. However, there may be times, particularly when under stress, when you allow your emotions and personal biases to cloud your objectivity.

**Organizational Implications.** Your midrange result suggests that you understand that giant possibilities are inspiring, but matching possibilities with capabilities will create the buy-in you need. Your goals are usually seen as realistic although more effort here could ensure that others, particularly those in other teams, can trust that your decisions are rooted in evidence. Leaders who can accurately size up external events and solve problems based on this assessment tend to be capable of greater achievements.

## Strategies for Action

**Fearing the Worst, or Sugarcoating Reality?** Under times of stress, you may rely less on your reality testing skills and fall victim to fearing the worst-case scenario or sugarcoating reality. Which of these two extremes best describes you when you are not seeing things realistically?

- If you worry about catastrophes, remember that sometimes the best actions involve risks. Don't be stymied by worst-case scenarios that may never occur. Is there evidence that there is real danger? Try running your catastrophe hypothesis by a third party to see if it has any truth.
- If you tend to sugarcoat reality, try playing the role of "devil's advocate", and find data to more accurately describe the current situation. Also, watch others' reactions to your positivity; if there is hesitation in their voice or body language, they likely see your positive outlook as unrealistic.

**Opening the Books.** Keeping up-to-date data at your fingertips will ensure you have objective information ready to fuel strong decisions and goal-setting processes.

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is a form of power and can combat the tendency to color reality with our own personal biases.

Instill this power in your team. Validate theories, and assumptions and avoid targets that have no basis in hard data.

## Balancing Your EI

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

Reality Testing (100) ➔ Problem Solving (80)

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

# Reality Testing

Objective; See things as they really are



## How Your Raters Responded:

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

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

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

### DIRECT REPORTS

How your DIRECT REPORTS rated you:

Your self-assessment of Reality Testing is more conservative than that of your Direct Reports, suggesting that even if your actions appear realistic and grounded to others, you might feel as if you are not in touch with the current situation. Perhaps there are times when your emotions cloud your objectivity, but it is not as obvious to your Direct Reports as it is to you. Because you are perceived as more objective than you feel you are, you may want to look for ways that you can strengthen your reality testing skills. Otherwise, you may end up in situations where others have relied on you or acted upon your decisions, even though they may not be well-grounded or realistic. *Can you think of an example where your Direct Reports may have observed you making a realistic and objective decision? What about an example where you were biased or subjective in your decision making process?*

The rater groups who agreed most closely with your self-assessment:

### PEERS MANAGER

How your PEERS AND MANAGER rated you:

Mariana, you and your Peers and Manager agree that you are generally connected to what is happening around you, taking the time to validate the way you see things against external data. Consider the plans and goals you set for yourself and others. How do you know they are realistic? What about your reaction to an upsetting problem? How can you tell whether you over- or under-reacted? You have room to grow in your capacity to see things objectively; strive to create a more consistent experience of your unbiased approach to making decisions. *How can you check in with your Peers and Manager to ensure that the goals you set are realistic? What evidence tells you whether or not you are being objective?*

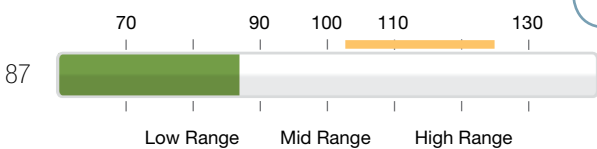
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Sees situations as they really are	4	4	4	4.33		
Makes realistic plans to achieve goals	4	4	4	4.33		
Recognizes own biases	5	4	4	4.33		
Has good sense of strengths and weaknesses	4	2	2.67	4.67		
Knows when to be objective	4	4	4	4		
Knows when emotions affect objectivity	4	4	4	4.33		
Even when upset, aware of what's happening to self	3	5	4	4		
Has a good sense of what is going on	4	4	4.33	4		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Impulse Control

Resist or delay impulse to act



## How You Responded:

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Mariana, your result is indicative of a leader who may be more often impulsive than restrained, showing a tendency to jump to hasty conclusions and appear impatient in decision making. You may respond in unpredictable ways to your emotions, rendering those you lead to distance themselves from you, particularly under times of stress. Your result may indicate:

- That you are overly talkative or controlling in meetings and conversations.
- That you need to be extra vigilant about appearing too spontaneous or wayward in your leadership approach.
- An "act now, think later" approach to solving problems and making decisions.
- You experience moments of regret, perhaps wishing you would have analyzed a situation more before responding.

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

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your lower impulse control may put you at risk of derailment as you tend to give the impression of being rash, spontaneous or mercurial in the way you lead your team. While spontaneity helps you adjust to an ever changing environment, being too erratic in your behavior can easily overwhelm those you lead. You need to watch how often you control conversations, interrupt others, or chase the next great idea, as these can all lead to you being perceived as an overpowering leader.

**Organizational Implications.** Over the long term, your inability to delay temptation and avoid rash decision-making can easily confuse your colleagues by sending mixed messages and priorities. Setting strategic direction for either a division or an entire organization requires thorough planning and long-term implementation. Changing courses of action too frequently will cause employees to question the organization's mission, vision and strategies, not to mention your commitment to leading in a way that upholds these corporate tenets.

## Strategies for Action

**Five Deep Breaths.** Your best weapon against impulsive behavior is forcing yourself to pause before committing to an action.

- Take five deep breaths the next time you feel yourself being impulsive or interrupting someone.
- Give yourself this permission to pause. During this short 30 seconds or so, ask yourself what alternative actions you can take.

**Watch Your Manners.** The manners you learned as a child are just as important in the workplace as they were in the playground. Focusing on your manners will give your mind a chance to reflect and focus on demonstrating socially acceptable behavior instead of jumping into reaction mode. Here are a few to try to put into your daily regime.

- Don't interrupt others; be attentive and alert but do not speak over other people, regardless of how excited you feel.
- Maintain proper, open posture, non-vigorous hand movements and eye contact during meetings.
- Introduce others (those with more seniority first), use proper names, and finish conversations before you begin exiting a room.
- Research business etiquette strategies to help combat impulsive behavior.

## 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 (87) < Assertiveness (116)

Your Impulse Control is lower than your Assertiveness. Assertiveness works effectively with impulse control when your actions are made with confidence after due consideration to those around you and to the circumstances. This relationship can be balanced by taking time to consider the appropriateness of what you want given the circumstances, then leveraging your assertiveness to act in the most effective manner.

# Impulse Control

Resist or delay impulse to act



## How Your Raters Responded:

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

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

You agree with all your rater groups that more than the average person, you struggle to delay impulses and resist temptation. You may be seen by your colleagues as going with your gut reaction or always chasing the next great idea. As a result you might appear to lack focus and the will to commit to an established direction. On a more day-to-day basis, your impulsivity may include interrupting others in meetings, erratically changing priorities, or sidetracking conversations with unrelated topics. You may find yourself in situations where others are offended by your abruptness and rash, solo decision-making. If your team is resistant to your ideas, or you find yourself regretting things you have said or done, you will benefit from finding ways to think before you act. *What are the positive and negative implications of having lower impulse control in your role? Why might your raters agree with your self-assessment of your impulse control?*

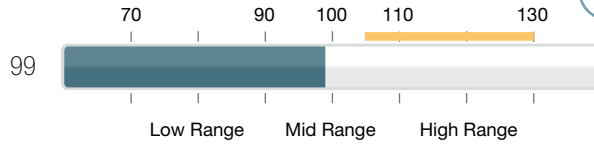
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Makes rash decisions	2	4	2.33	2		
Interrupts others	2	3	3	3.67		
Impulsivity creates problems	3	2	2.67	3		
Is impulsive	3	2	2.33	3		
Finds it hard to stop talking	2	1	2.33	3		
Reacts hastily	3	2	2.33	2.33		
Difficult to control impulses	2	2	2.33	2		
Finds it difficult to resist temptation	3	2	2	2.67		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Flexibility

Adapting emotions, thoughts and behaviors



## How You Responded:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. Mariana, you are slightly less likely than most to embrace change and view it as a springboard for progress in the organization. You welcome new ideas and incorporate them into the way you manage others. Nevertheless, sometimes change makes you uneasy, and you may be hesitant to respond to unanticipated developments. Some indicators of your result are:

- You usually accept new methods and procedures for getting the job done.
- You are able to adjust your leadership style according to the situation; however, there are times where you could show more adaptability.
- You may approach unexpected changes with some trepidation and reluctance.

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

## Leadership Impact



Authenticity



Insight

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

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

## Strategies for Action

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

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

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

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

## Balancing Your EI

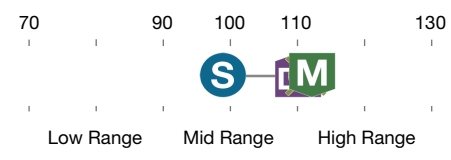
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Independence. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility (99) < Independence (120)

Your Flexibility is lower than your Independence. Balancing these components of EI can be tricky since the goal is to be open and responsive to change, but you want to maintain an ability to act and think independently. The key is to be willing to change while standing firm when it is important for you to do so. Often you can leverage your independence by implementing strategies to help execute change brought on by others.

# Flexibility

Adapting emotions, thoughts and behaviors



## How Your Raters Responded:

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

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

**MANAGER**

### How your MANAGER rated you:

Compared to the rating of your Manager, you perceive yourself as less flexible. These results can occur when you outwardly display flexibility, but internally feel uncomfortable with change. Though you may find it easier to act out the change required (e.g., adjusting your project schedule to accommodate new technology), coping with your feelings about that change (e.g., fear, worry) could be harder than you let on. In certain situations, you are likely to be more flexible than in others (for example, when a change comes from a higher authority), and it is cases like these that might be contributing to the disagreement in your Flexibility ratings. *What does being flexible mean to you? Are there circumstances where you feel less flexible and more inclined to maintain the status quo?*

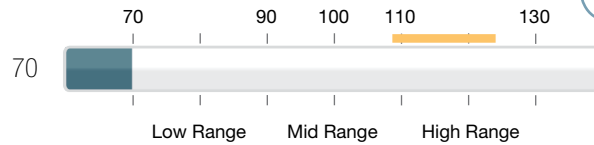
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Finds it difficult to change own opinion	1	1	1.67	2		
Does not like unfamiliar situations	3	3	2	2		
Hard to change own ways	2	2	2	1		
Has difficulty compromising	2	1	1.33	2		
Uneasy with last-minute changes	2	2	1.67	1.67		
Finds it hard to make changes	3	1	1.67	1.67		
Needs things to be predictable	3	2	1.67	1.67		
Uneasy with change	3	1	1.33	1.67		

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

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## Stress Tolerance

Coping with stressful situations



### How You Responded:

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. Mariana, your result indicates that you may be unable to effectively lead under the demands and pressures of your role without letting your emotions color your perspective. Your trepidation may hamper how you communicate a shared vision. Failure to remain composed under pressure can lead others to question your leadership capability. Some characteristics of your result are:

- You may feel anxious and overwhelmed when faced with competing demands.
- Your ability to overcome obstacles may be compromised.
- You may fear being challenged and you may mitigate risk by taking the safe and secure route.

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

### Leadership Impact



Authenticity



Insight

**Leadership Implications.** A lower ability to withstand stress may affect your ability to clearly think about viable solutions when under pressure. To your direct reports, you may appear daunted, as your arsenal of coping strategies may not properly address the demands of the situation. You may adopt a narrow focus regarding challenges, delegate key strategic decisions to others, or withdraw from a strong leadership position during stressful times.

**Organizational Implications.** You may experience some trouble dealing with crisis situations that arise in the organization. As a result, issues (e.g., interpersonal conflict, downsizing, competitive threats) may not be promptly addressed, and may be left to worsen with time and inactivity. Organizational progress may be delayed and changes may take longer to implement. Risk-taking and an assertive stance may not be strategies that you readily use, likely due to emotions (e.g., fear, anxiety) getting the better of you.

### Strategies for Action

**Work-Life Balance.** The separation of work from your personal life will aid in the creation of a buffer between work stressors and your home life.

- Ensure that you spend adequate time with your friends and loved ones. This will encourage a fresh outlook and perspective on the stressors at work.
- Hobbies (e.g., golf, reading books outside your field of expertise) will help you reframe your mindset and better equip you to deal with the pressures at work.

**Delegate Tasks.** Under situations of mounting pressure, share responsibility with colleagues to alleviate stress.

- Focus on tasks in which you excel (e.g., delivering presentations, preparing reports) and allow your colleagues to tackle other assignments.
- Your colleagues will gain a larger repertoire of skills, and you will be able to channel your expertise into tasks that you enjoy and in which you excel.

### Balancing Your EI

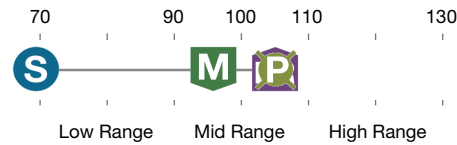
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Stress Tolerance (70) < Interpersonal Relationships (103)

Your Stress Tolerance is lower than your Interpersonal Relationships result. Balancing these components means using social support to assist during times of stress, while at the same time dealing directly with the cause of the problem. In fact, one of the best uses of a social support network is to help identify specific actions that can be implemented.

# Stress Tolerance

Coping with stressful situations



## How Your Raters Responded:

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

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

- DIRECT REPORTS
- PEERS

How your DIRECT REPORTS AND PEERS rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Keeps calm	2	2	4	4.67		
Can't think clearly when under stress	4	2	1.67	1.67		
Thrives when challenged	3	4	4	4		
Handles stress well	3	4	4	4.33		
Performs well under pressure	3	4	4.67	4.33		
Copes well	3	4	4	4.33		
Handles upsetting problems	3	4	4.67	4.33		
Does not react well to stress	3	2	1.67	2		

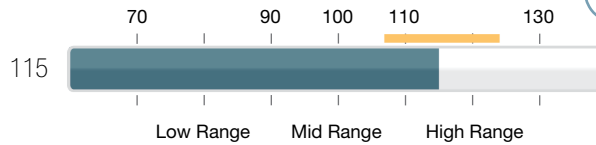
**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Optimism

Positive attitude and outlook in life



## How You Responded:

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. Mariana, your result is indicative of a leader who is extensively optimistic and views work and life in a positive light. Some characteristics of your result are:

- You expect success from the people you lead and from relationships in your personal life.
- You are perceived as very enthusiastic and inspire colleagues to accomplish their objectives, helping them reach for even greater heights.
- You consider challenging situations as temporary and easily overcome.

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

## Leadership Impact



Authenticity



Insight

**Leadership Implications.** Your positive outlook on work and life helps you thrive as a leader and galvanizes employees into action. You view challenges as naturally occurring events, and you embrace both success and failure. As you adjust well to new experiences and are comfortable with change in the organization, you likely encourage the same positivity in those you lead. Your positive energy, enthusiasm, and resilience are contagious and help foster creativity, innovation, and new ideas.

**Organizational Implications.** Your positive demeanor has far-reaching consequences, and helps employees thrive under challenging situations. You are able to persuade colleagues to achieve greater levels of performance. You may find it easier than other leaders to transform conventional and outdated methods of conducting business into improved and revolutionary methods. You galvanize commitment and energy from colleagues that lead to swift action, and you encourage others to see possibilities and take risks.

## Strategies for Action

**Temper Expectations.** Your highly optimistic perspective may generate unrealistic expectations of yourself and colleagues. Be careful to ground your expectations in reality.

- Generate a candid appraisal of the elements at your disposal (e.g., time, cost) and weigh their supply against the goals that you have set for the team/organization.
- Ask yourself if you have enough of these finite resources to achieve all the objectives you have established.
- This process will help ensure that you ground your idealism in reality, and ensure that you have all the required resources at your disposal to help drive the organization forward.

**Manage Difficult Discussions.** You can leverage your optimism by directly confronting challenging conversations.

- As a leader, you may encounter situations in which you have to speak with your team about stressful issues (e.g., downsizing, merger or takeover). In such instances, you can leverage your strong optimism by conveying a hopeful outlook to help your team persevere through adversity.
- You will inspire your team to change perspective (optimism is contagious) and develop effective coping techniques to mitigate any anxiety/concern that surfaces as a result of actions beyond the realm of control.

## Balancing Your EI

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

Optimism (115) ➔ Reality Testing (100)

Your Optimism is higher than your Reality Testing. To achieve balance in these components, look to ground your goals and expectations by seeking concrete evidence to support your plans, and by seeking confirmation from others when needed. The idea is to find an optimal balance between being optimistic and being realistic.

# Optimism

Positive attitude and outlook in life



## How Your Raters Responded:

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

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

You and your raters would describe you as consistently positive and hopeful about the future, and as someone who is able to see opportunities and possibilities that others may overlook. In times of stress, those around you would probably say that you focus on the positive aspects of a situation, bounce back from difficulties, and rally others to do the same. This positive outlook helps you to not only manage stress, but also to set stretch goals and communicate a hopeful vision that together can bring out the best in yourself and others. Provided your optimism is not unrealistic, your colleagues might rely on you for a positive viewpoint or evaluation. Check with your raters to ensure your optimism is balanced with a sense of realism and objective analysis. *How does it feel (physically, mentally and emotionally) to be optimistic? How can you leverage your optimism to help develop other EI skills?*

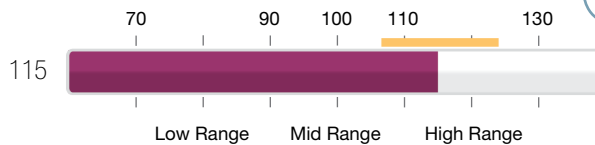
This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Stays positive	5	5	4	4.67		
Is optimistic	5	5	4.67	4.33		
Expects the worst	1	1	1.33	1		
Hopeful for the future	5	4	4	4.33		
Sees the best in people	5	5	4	4.33		
Has good thoughts about the future	5	5	4.67	5		
Expects things to turn out all right	4	5	4.33	4.33		
Has a positive outlook	4	5	4.67	4.67		

**Responses:** 1 Never/Rarely 2 Occasionally 3 Sometimes 4 Often 5 Always/Almost Always ? Omitted Item

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# Well-Being Indicator

Satisfied with life; content



## How You Responded:

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

shown on this page, linked to your results on the four subscales most often associated with Happiness. Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

## Happiness

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

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

## Self-Regard (112)

Happiness is a by-product of believing in oneself and living according to your own values and standards. Your high level of Self-Regard helps to promote positive feelings about oneself, confidence, and enhanced life satisfaction and happiness.

- How do you envision success in your leadership position? Are you reaching the pinnacle of success?
- What are some strategies you have used in the past (e.g., positive self-talk) to be confident and self-assured?

## Optimism (115)

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 indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

- How does your optimism increase employee motivation and productivity?
- What can you do to impart this optimistic outlook in a transparent manner so that colleagues can benefit?

## Interpersonal Relationships (103)

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. Your result suggests that your relationships are fulfilling for the most part, but there may be times when you need more encouragement and support from those around you.

- Are there particular relationships at work that could be improved to increase harmony?
- Do you feel as connected as you need to be with your team? If not, what steps can you use to improve the relationship?

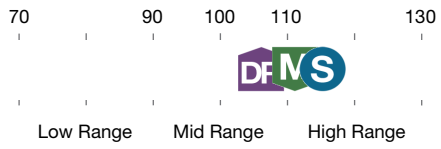
## Self-Actualization (114)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your level of self-motivation and feelings of an enriched life ultimately drive your life achievements and overall happiness.

- Can you pinpoint the emotions you experience when you feel you are optimally using your talents?
- Are there areas in your work or personal life that you would like to further develop? If so, how can these endeavors mesh with your current lifestyle?







# Well-Being Indicator

Satisfied with life; content



## How Your Raters Responded:

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

	Self 	Manager 	Peer 	Direct Reports 	Family/Friends 	Other 
Happiness	115	111	113	106		

There is close agreement between you and all your rater groups.

### How your rater groups rated you:

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

This person...	Self	Manager	Peers	Direct Reports	Family/Friends	Others
Has a hard time enjoying life	1	1	1	1		
Is not happy with his/her life	1	1	1	2.33		
Is enthusiastic	4	5	4.67	4.67		
Is happy	5	5	5	4.33		
Is satisfied with his/her life	5	4	5	4.67		
Is excited about his/her life	4	4	4.67	5		
Looks forward to his/her day	5	5	4	4		
Is content	5	4	4.33	4		

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

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# Action Plan

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

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

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

Transfer your **SMART** goals into the action plan template below.

SMART Goal	Time Frame	Benefits	Measure of Success	Support and Resources Needed	Potential Barriers
Practice active listening	Today, especially in one on one meetings with my direct reports	Improved interpersonal relationships, empathy with my team. Increased employee engagement.	- Feedback - 360 results increase	Direct feedback from my team	Obtaining honest feedback can be difficult. Time – don’t cancel one on one meetings – demonstrate the importance of regular touch points

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

# ■ EI Development Commitment

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

organization's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach you are increasingly more accountable to reach your personal goals.

## ■ My Personal Development Goals

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

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

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

# Leadership, Conflict Management, and Emotional Intelligence

Managing conflict of any kind can be a frustrating task for most of us. For leaders, resolving some sort of conflict is usually the norm rather than the exception. From competing resources and deadlines, to new project teams, mergers, and managing through organizational change, leaders are continually required to flex their interpersonal conflict management skills.

In addition, more and more of the work we do today involves multiple teams to reach organizational goals. Clear communication and role clarity between teams will help to ease potential conflict, and can provide team members with the opportunity to be innovative, take risks, and increase productivity.

As a leader, you may find the tips below can help you to leverage your emotional intelligence skills in times of conflict.

## Manage yourself first...

### 1. Listen to yourself with purpose.

Leverage **Emotional Self-Awareness** skills to recognize your reactions, thoughts, and feelings regarding the conflict at hand. What are your thoughts about the conflict, the way it has been handled thus far and what can be done to get through it? What frustrates you about it? What is good about it? Remember, even though it may feel personal at times, the conflict is often not about you. Pay attention to how you feel and bring the focus back to the issue.

### 2. Timely expressions of yourself.

As a leader, your emotional expressions are always in the limelight, and while some situations call for instantly expressing yourself, most require a more deliberate and controlled expression. Your genuine expression and authenticity will be appreciated by others, especially when it is timely and constructive. Along with the awareness from Tip #1, utilize your **Emotional Expression** and **Impulse Control** skills to make the conscious decision to express yourself in a constructive manner, thinking through the outcome you expect from your expression before you express it.

## ...manage others second.

### 3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively and genuinely—make it “their” time. Even if you

disagree completely with the other side, find ways to express your genuine understanding (e.g., how frustrating the situation must be for them; the amount of effort being dedicated; how much is at stake for them). Validation in this way can be the single most powerful tool to get others to pull back their defenses. If the conflict is within your team, take the time to truly listen to each individual. The time spent will be a rewarding investment.

### 4. Conflict ~~resolution~~ management.

Note that the title of this section is conflict management—not conflict resolution. Yes, there will be situations that call for immediate action, and you will need to make use of the authority behind the position you hold at your organization. For others, try simply managing the conflict as opposed to resolving it. Leaders usually have the tendency to jump right into problem solving mode, especially when problem solving skills are second-nature, or it seems easier to solve it yourself than allow others to do so. Make the conscious decision to use **Impulse Control** skills and apply your **Problem Solving** skills at a different level—manage the conflict as a leader and use it as an opportunity to develop your team. Use your **Interpersonal**, **Stress Tolerance**, and **Optimism** skills to guide and develop your teams to find innovative solutions to the conflict they experience. Provide them with the latitude to generate solutions and then review the best course of action with them. Remember, conflict can be a good thing! Learn to manage its destructive potential and harness its constructive energy.

# ■ A Leadership Guide to Striking the Optimal Balance

Meet Harriet, Senior Vice-President of Communications at a multi-national Fortune 500 corporation. As she interacts with stakeholders in different time zones, her day begins at the crack of dawn when she checks her work email. After eating a hurried breakfast and dropping her children off at school, the rest of her workday consists of a slew of meetings, intermingled with bursts of brainstorming and team debriefs. In the rare occasion that a spare moment presents itself, editing and sign-offs are slotted in throughout the day. Her biggest problem is time pressure, as she finds it difficult to complete an ever-growing list of competing priorities. Her harried, multi-tasking lifestyle prevents her from being fully present and engaged in her work and personal life. Recently, Harriet has encountered health problems, such as rapid, irregular heartbeat, headaches, and aches and pains throughout her body. Because of these issues, her children are often let down when she can't attend their after-school sporting events.

Harriet's situation is endemic throughout organizations, and costs companies billions annually in lost productivity. In our globalized economy, pressures to accomplish more with fewer resources, and our hurried, frantic lifestyles are causing leaders to sacrifice their health to meet a long list of seemingly endless responsibilities. Aside from the personal toll, families may feel disappointed and neglected as interpersonal contact steadily decreases.

For today's time-pressured leader, the following is a guide to harness EI skills to strike the elusive work-life balance:

## ✍ Keep work in perspective

Work is an essential component for leaders in organizations. Nevertheless, it should not consistently overtake other responsibilities. Use **Reality Testing** skills to maintain an objective view of your schedule and your various obligations (professional and personal).

## ✍ Temper unrealistic expectations

Leaders are only capable of taking on so much before physical and emotional resources deplete. Use **Emotional Self-Awareness** to gauge emotional reactions to unfeasible demands, which can serve as a trigger to adopt a more efficient/streamlined schedule.

## ✍ Set boundaries and leave work at the office

When work continually encroaches on a leader's personal life, quality of life suffers to the detriment of **Happiness**. Use **Assertiveness** to ensure that discontent with work volume is vocalized as much as is appropriate, and implement **Flexibility** to secure breaks at lunch and in the evenings/weekends.

## ✍ Change your mindset

Leaders frequently feel compelled to shoulder a great deal of responsibility to achieve the strategic vision of the organization. Use **Problem Solving** to alleviate strain, and leverage **Optimism** to alter perspective (adopt the mindset "this too shall pass").

## ✍ Meditate and exercise

When pressure mounts, leaders often focus their priority on achievement and neglect their well-being. Meditation and exercise boost **Stress Tolerance** and **Optimism**, both of which help you to refocus attention and manage competing priorities.

## ✍ Delegate

Harness the power of delegation; assign tasks to your team to alleviate the burden of competing deadlines. Leverage **Interpersonal Relationships** to identify those who can shoulder some responsibilities, or those who need exposure or development in a particular task, and use **Flexibility** to ensure fair distribution of work.

## ✍ Prioritize responsibilities

Leaders must ensure that duties are prioritized according to importance, and tackle obligations in order of impact on organizational goals. Use **Reality Testing** to address the most significant issues, and implement **Problem Solving** to create a plan to address tasks.

## ✍ Ensure proper rest and community engagement

Use **Flexibility** to ensure you receive proper sleep to help reframe challenging situations, and leverage **Interpersonal Relationships** and **Social Responsibility** to participate in community engagements that buffer the effects of competing priorities.

## ✍ Indulge in your passions

Leaders devoid of hobbies or extra-curricular activities are not well-rounded, which can prevent a holistic or alternative view of the organization. Use **Independence** and **Self-Actualization** to identify interests and ensure that you engage in these pursuits.



# Leading a Multigenerational Workforce

Take a quick survey of all the people you work with on a daily basis. Chances are you interact with people representing every generation: Baby Boomers, Generation Xers, and the latest addition to the workforce, Millennials. Although generation gaps have always been present in the workplace, never have we encountered such differences in values, communication styles, and expectations of leadership mixing together on the company stage. By leveraging your EI skills, you can capitalize on the dynamic work environment created from this mix of generations, while minimizing the tension that can arise when different expectations are present.

Leverage **Empathy** and **Flexibility** in order to manage the generation gap. Here are some suggestions:

## Empathy

- View your leadership style from the perspective of each generation, then from the perspective of each individual.
- Ask questions to uncover what your team members value and what motivates them.
- Value each person as unique and having individual needs, regardless of the generation they belong to.

## Flexibility

- Be tolerant of different tactics/approaches for communication. Show that you are open to using different methods for communication.
- Accommodate different learning styles amongst your team members, and offer them alternatives (i.e., mentoring, e-learning, hands-on training).
- Keep an open mind to alternative or innovative approaches to work. Your way may not be the only way.

The table below outlines some common trends for each generation. These characteristics may help you uncover the root of different expectations and preferences amongst your team members. Use your **Interpersonal Relationships** skills to form solid bonds with those you lead and get to know them personally; generational stereotypes should never replace healthy conversations between a leader and his or her team.

This generation...	prefers communication that is...	values things like...	approaches work by...
<b>Baby Boomers</b> • born between 1946-1964	- structured and systematic, like performance reviews - face to face	- expertise and experience - institutional and political knowledge - social contributions and loyalty	- separating professional and personal life - building strong relationships and networks
<b>Generation X</b> • born between 1965-1981	- face to face, or email - clear, direct, and transparent as they tend to be slightly skeptical	- efficiency - work/life balance - security	- working independently - learning on the fly - multitasking
<b>Millennials/Gen Y</b> • born after 1981	- instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging	- fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity	- working with others, team work, socializing - doing what's meaningful and has purpose

## ■ Open-Ended Responses

This page shows how your raters responded to the short-answer questions presented in the EQ 360. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, “No one answered this question” will appear in the answer field.

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## ■ My Items

The following short-answer questions are added by your administrator. Answering these questions is optional, so you may see a different number of responses to each question. If none of your raters chose to answer a particular question, “No one answered this question” will appear in the answer field.

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