



EQ-i 2.0
assess. predict. perform.

COACH

GROUP

REPORT

Assessments Completed Between:
May 3, 2011 and May 15, 2013

Report Generated on: January 20, 2014

Total in Group: 5

Assessments & Certification Provider:

EQSMARTS™
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Introduction

Purpose of the Report

The EQ-i 2.0 Group Report provides a lens through which to interpret emotional intelligence (EI) results in a team or group setting. It combines scores of individual assessments which can be helpful when presenting feedback in group settings, or when working on group level development plans. It is important to bear in mind that the overall group results presented may not, and usually will not, apply to every single individual in the group. Consequently, prior to using the Group Report, it is highly recommended that individual feedback be provided using the Workplace or Leadership reports.

An Overview of the Report

Your report provides a wealth of information about how the group is utilizing EI skills. The contents are as follows:

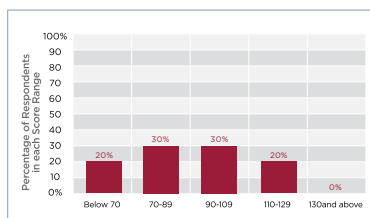
- **Executive Summary:** highlights the group’s highest and lowest subscales based on an average of scores.
- **Group Response Style Explained:** includes group validity indicators which show how participants responded to items in the assessment.
- **Overview of Group Results:** shows averages for all EQ-i 2.0 scores across the group.
- **Group Pattern Analysis:** shows each participant’s score by EQ-i 2.0 scale so you can see how close together or far apart scores are for the group.
- **Subscale Pages:**
 - › Shows a snapshot of the group results by subscale.

Spread of Scores:

the standard deviation, or how close or far apart scores are from the mean, on average (optional feature)

Number of Scored Participants:	10
Average:	89
Minimum:	45
Maximum:	121
Spread of Scores:	26.7

- › Shows a distribution of scores for the group so you can see trends that might otherwise be “washed out” using averages.



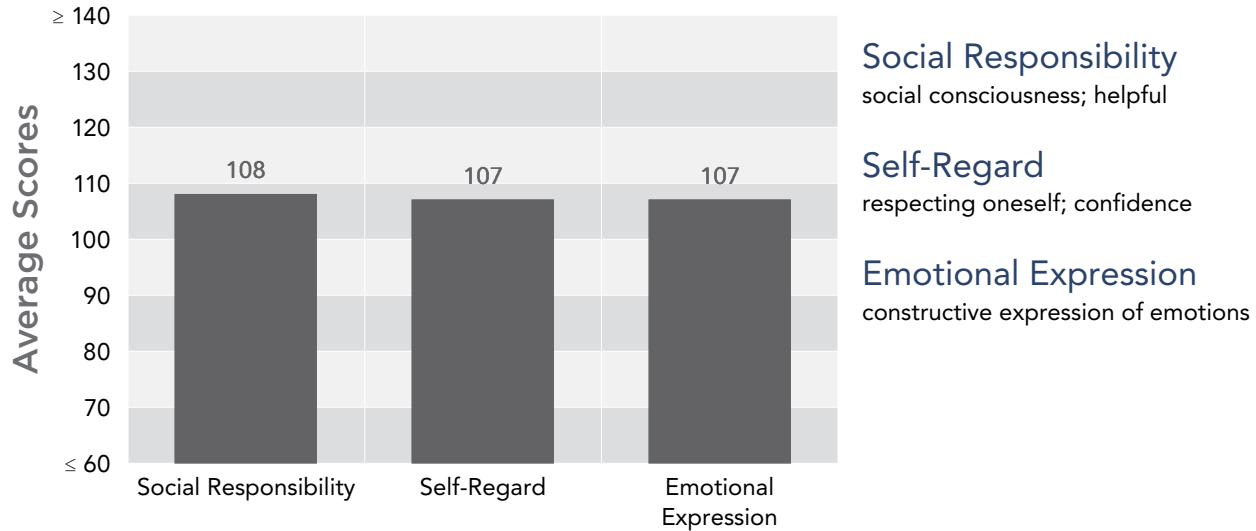
For each scale, this type of graph shows the breakdown of responses for the group in the low (below 70), below average (70–89), mid (90–109), above average (110–129) and high ranges (130 and above).

- › Displays item level distribution of how participants responded to each item.
- › Identifies organizational implications and strategies for action to harness the group’s EI and to help realize its full potential.

Executive Summary

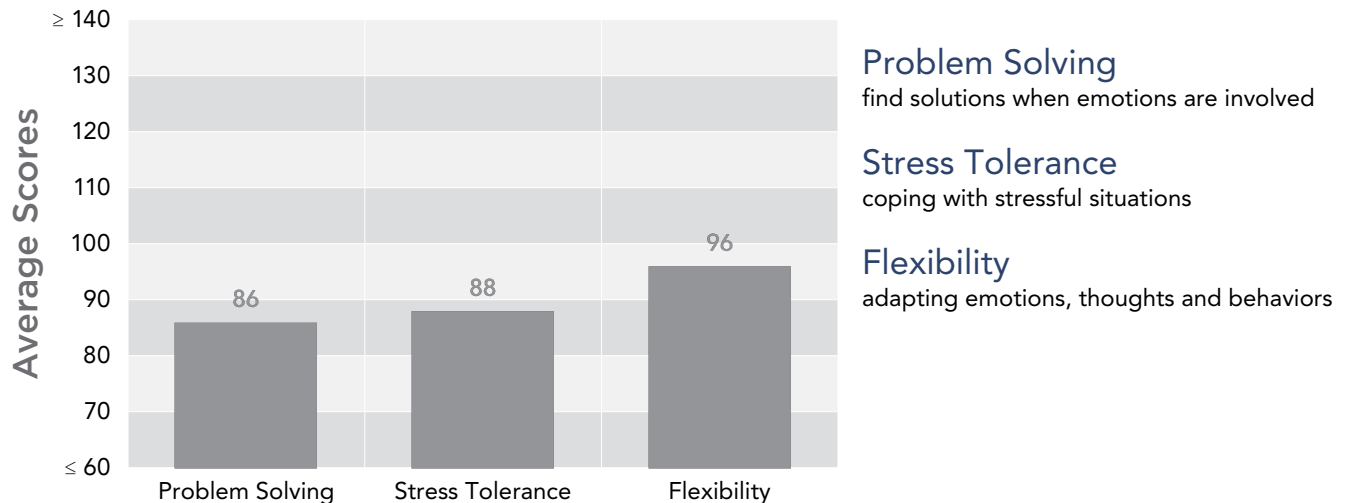
Highest Three Subscales

The top three subscales for the group are Social Responsibility, Self-Regard, and Emotional Expression.



Lowest Three Subscales

The bottom three subscales for the group are Problem Solving, Stress Tolerance, and Flexibility.



*Note: There are other subscales that have tied for the lowest three scores.

Refer to the subscale pages and the strategies for action to learn about methods to develop the group's areas for improvement and how to leverage existing strengths. Be mindful that the average scores shown in the Executive Summary can be misleading if one doesn't examine the distribution of individual scores. There may be important differences within the group that are washed out when averages are calculated.

Participant Summary

Total in group: 5

Average time to completion: 3.24 minutes (1 participant completed the assessment in an unusually short amount of time)

Assessments completed between: May 3, 2011 and May 15, 2013

Norm Region: US/Canada

Norm Type: Professional - Overall

Inconsistency Index

100% of participants were consistent in their responses (i.e., had Inconsistency Indexes of less than 3).

Positive Impression and Negative Impression

20% of participants' responses may be the result of an overly positive response style (i.e., EI skills may be overestimated). Results should be interpreted with caution as there may be individuals in this group who did not provide genuine responses. All remaining participants' responses were likely not the result of an overly positive response style.

Item 133 (My responses to the preceding sentences were open and honest)

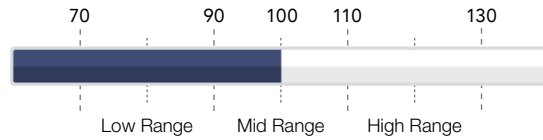
100% of participants answered Always/Almost Always.

Omitted Items

There were no individuals in this group who omitted 9 or more items overall. Fewer omitted items may still result in some scales not being calculated. Please refer to the subscale pages for more information.

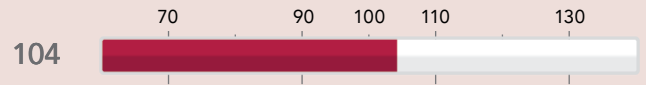
Overview of Group Results

Total EI: 100

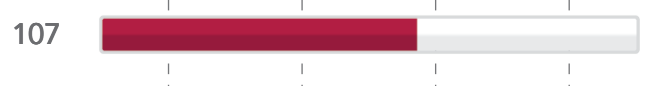


Self-Perception Composite

Self-Regard
Respecting oneself; confidence



Self-Actualization
Pursuit of meaning; self-improvement

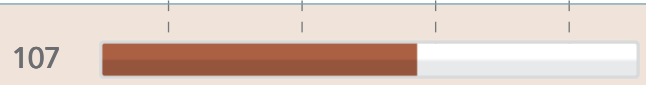


Emotional Self-Awareness
Understanding own emotions

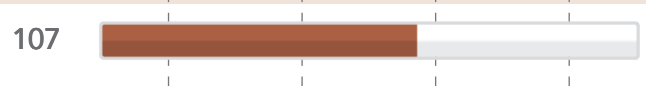


Self-Expression Composite

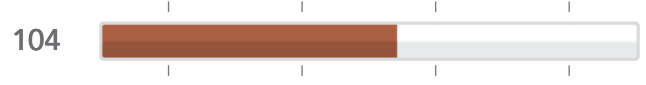
Emotional Expression
Constructive expression of emotions



Assertiveness
Communicating feelings, beliefs; non-offensive

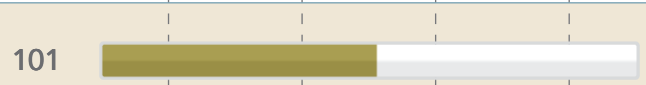


Independence
Self-directed; free from emotional dependency

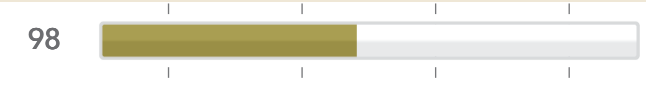


Interpersonal Composite

Interpersonal Relationships
Mutually satisfying relationships



Empathy
Understanding, appreciating how others feel

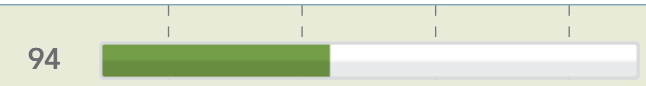


Social Responsibility
Social consciousness; helpful

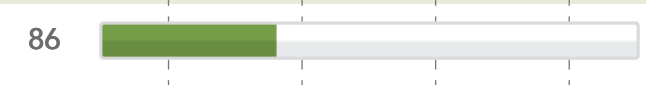


Decision Making Composite

Problem Solving
Find solutions when emotions are involved



Reality Testing
Objective; see things as they really are

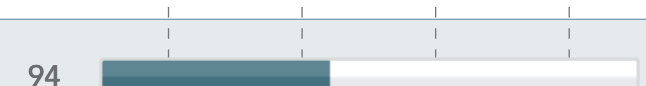


Impulse Control
Resist or delay impulse to act

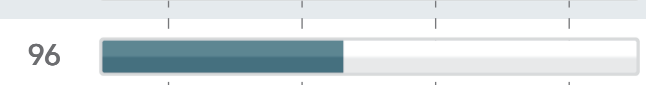


Stress Management Composite

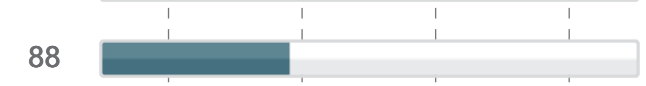
Flexibility
Adapting emotions, thoughts and behaviors



Stress Tolerance
Coping with stressful situations



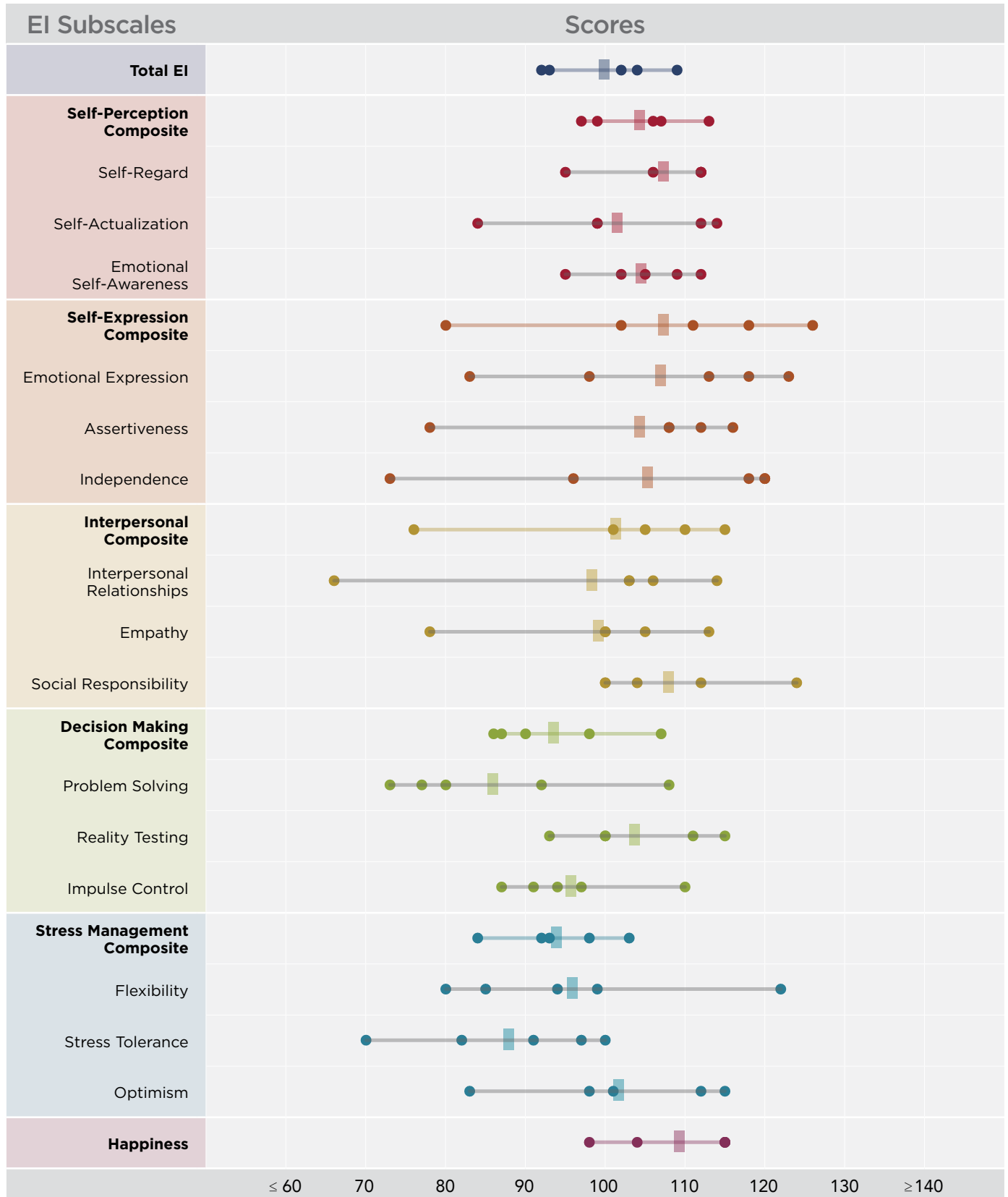
Optimism
Positive attitude and outlook on life



Low Range Mid Range High Range

Group Pattern Analysis

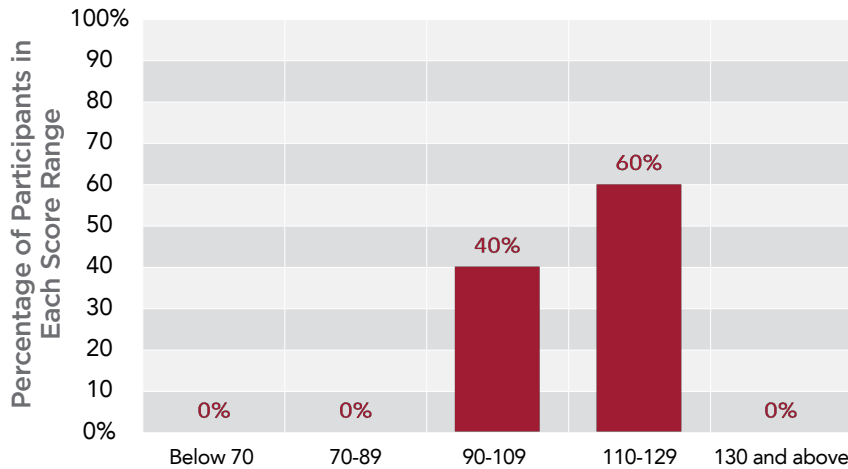
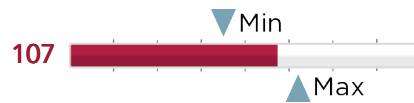
Below you can see how every individual in the group scored on every scale on the EQ-i 2.0. Each dot represents an individual's score (or if multiple participants obtained the same standard score for a scale, only a single dot will be used to represent their scores). The rectangles represent the group's average score for each scale. You will be able to identify patterns in your group; look for scales where there are clusters of similar scores, or outliers. It is recommended that this visual not be shared with the group as it exposes individuals' scores.



■ = Group Average Score

Self-Regard

Respecting oneself; confidence



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	107
Minimum:	95
Maximum:	112
Spread of Scores:	6.6

% Distribution of Responses per Item

- 1 Never/Rarely
 2 Occasionally
 3 Sometimes
4 Often
 5 Always/Almost Always
 ? No Answer

Item	1	2	3	4	5	?
10 Feels good about self	0	20	0	40	40	0
19 Feels sure of self	0	0	0	60	40	0
31 Doesn't feel good about self	80	20	0	0	0	0
64 Lacks self-confidence	60	20	20	0	0	0
89 Finds it hard to accept the way he/she is	80	20	0	0	0	0
128 Thinks highly of himself/herself	0	20	0	60	20	0
130 Respects self	0	0	0	20	80	0
132 Happy with self	0	0	0	20	80	0

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Organizational Implications

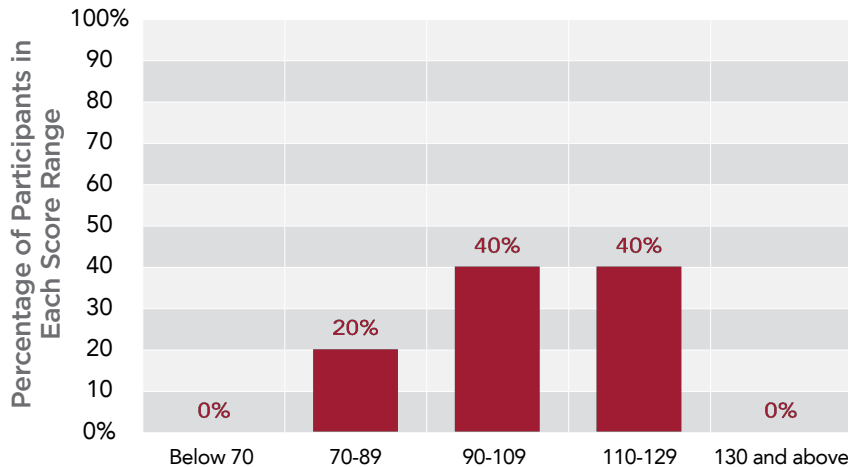
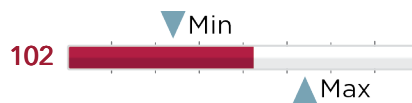
This group believes in its abilities and capability to achieve success and is likely to be seen as a confident force in the organization. When confronted with a challenge, the group perseveres and is confident in the face of naysayers. Employees are engaged in their work; they have positive work-related identities that contribute to a high sense of team worth.

Strategies for Action

- Continue to focus on team strengths to achieve a competitive advantage.
- Have the group brainstorm special projects, assignments, or roles that use the unique strengths each person brings to the group.
- Remain humble in encounters with colleagues (a boastful approach may be off-putting).

Self-Actualization

Pursuit of meaning; self-improvement



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	102
Minimum: ▼	84
Maximum: ▲	114
Spread of Scores:	10.8

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
8 Accomplishes goals	0	0	0	100	0	0
49 Has something to contribute	0	0	0	40	60	0
58 Seeks enriching experiences	0	0	0	80	20	0
63 Self-motivated	0	0	0	40	60	0
73 Makes good use of abilities	0	0	0	80	20	0
76 Strives to be the best he/she can be	0	0	0	40	60	0
104 Driven to achieve	0	0	20	60	20	0
109 Makes life meaningful	0	0	0	60	40	0
118 Looks for ways to improve	0	20	0	60	20	0

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Organizational Implications

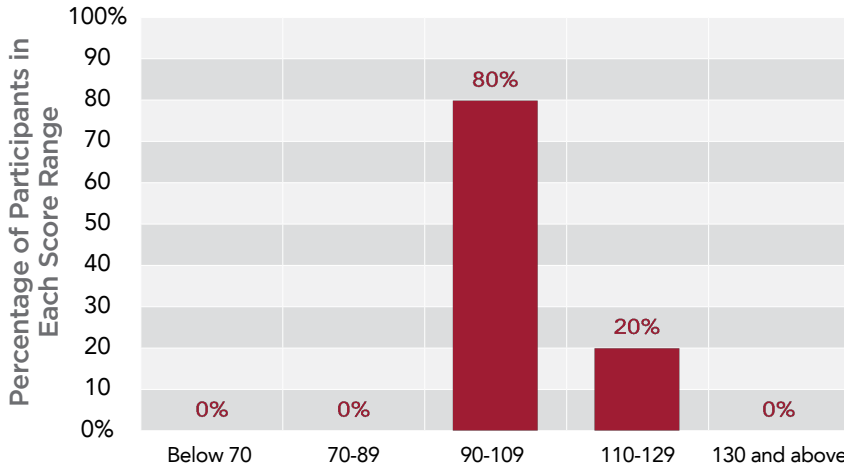
For the most part, this group may feel as though they are progressing in their career and believe that they are where they want to be in terms of their personal growth. If increased, the impact of this sentiment can reverberate throughout the organization and produce higher employee morale. The need to reach out and seize opportunities and set stretch targets may be realized, but there are improvements that can be made in this area.

Strategies for Action

- This group may benefit from reflecting on its mission, vision, and values to reignite a stronger sense of self-worth and team worth.
- Have the group brainstorm stretch goals for their short- and long-term objectives to help them see greater potential in themselves.

Emotional Self-Awareness

Understanding own emotions



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	105
Minimum:	95
Maximum:	112
Spread of Scores:	5.9

% Distribution of Responses per Item

- 1 Never/Rarely
 2 Occasionally
 3 Sometimes
4 Often
 5 Always/Almost Always
 ? No Answer

Item	1	2	3	4	5	?
16 Attends to own feelings	0	0	20	40	40	0
27 Aware of how own mood impacts others	0	0	20	60	20	0
40 Knows what triggers own emotions	0	0	0	100	0	0
62 Aware of own feelings	0	0	0	80	20	0
105 Recognizes when he/she is upset	0	0	0	80	20	0
121 Understands how others' emotions affect him/her	0	20	0	40	40	0
125 Knows which emotions affect his/her performance	0	0	0	80	20	0

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Organizational Implications

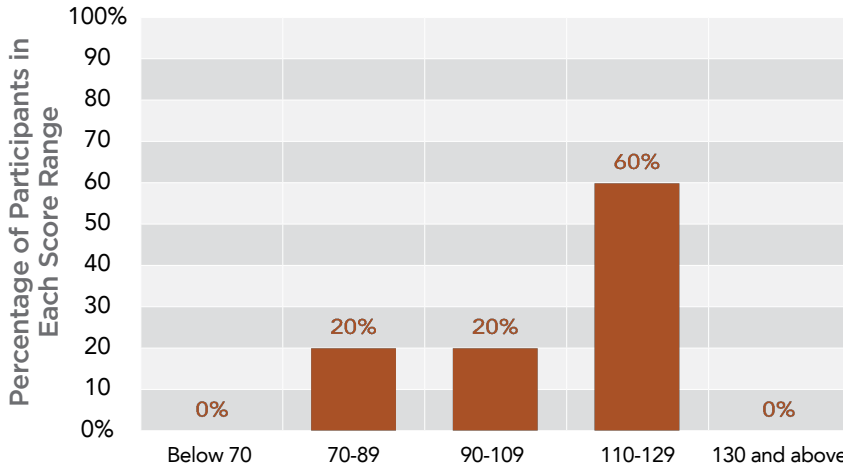
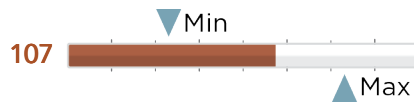
This group is highly attuned to their emotional reactions—to each other and to events in the organization. This in-depth understanding fuels a level-headed approach to handling complex and sometimes sensitive topics (e.g., a merger or an acquisition) that may arise in the organization. Colleagues may view the group as sensible and professional in their organizational conduct. Greater group harmony may be experienced in this group compared to groups with lower emotional self-awareness.

Strategies for Action

- Have the group work on identifying the subtle cues experienced when certain emotions arise. Have them identify which emotions are helpful and under what conditions.
- Have the group ask others for feedback to see whether others' emotional perception is aligned with theirs. This process will help their need for self-awareness permeate throughout the organization.

Emotional Expression

Constructive expression of emotions



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	107
Minimum:	83
Maximum:	123
Spread of Scores:	14.6

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
39 Finds it hard to share feelings	20	60	20	0	0	0
47 Easily expresses feelings	0	20	20	20	40	0
69 Has difficulty expressing intimate feelings	40	40	20	0	0	0
93 Talks to others when sad	20	0	20	40	20	0
100 Difficult to show feelings to others	40	40	20	0	0	0
103 Finds it difficult to show affection	80	0	0	20	0	0
108 Has difficulty describing feelings	20	60	20	0	0	0
117 Hard to smile	80	0	20	0	0	0

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Organizational Implications

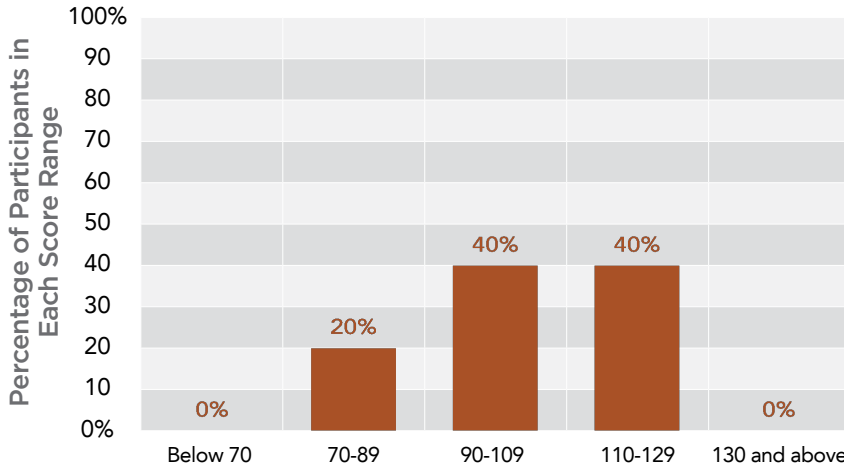
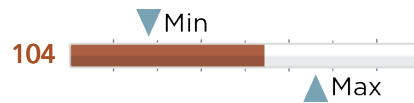
This group is able to voice positive and negative emotions. The comfort obtained through discussing emotions fosters trust among coworkers and builds a cooperative atmosphere based on mutual respect. The emotional undertone of a situation is transparent, which helps colleagues remain aware of the impact that organizational proceedings have on the team. Watch for instances where emotions are worn on the sleeve and become so over-shared that facts become overlooked.

Strategies for Action

- Create a conduct code that allows the group to share positive/negative emotions, making sure that the rules for emotional sharing don't become counterproductive.
- Emphasize the importance of discussing emotions, even ones that are hard to express. Have the group identify triggers for "bottling" emotions and put in place actions to overcome them.

Assertiveness

Communicating feelings, beliefs; non-offensive



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	104
Minimum:	78
Maximum:	116
Spread of Scores:	13.5

% Distribution of Responses per Item

- 1 Never/Rarely
 2 Occasionally
 3 Sometimes
4 Often
 5 Always/Almost Always
 ? No Answer

Item	1	2	3	4	5	?
3 Backs down even when right	20	60	20	0	0	0
7 Says "no" when needed	0	0	20	40	40	0
21 Is assertive	0	0	20	60	20	0
23 Says so when he/she disagrees	0	0	20	80	0	0
53 Firm and direct	0	20	0	60	20	0
86 Stands up for own beliefs	0	0	0	60	40	0
95 Tells people what he/she thinks	0	0	20	80	0	0

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Organizational Implications

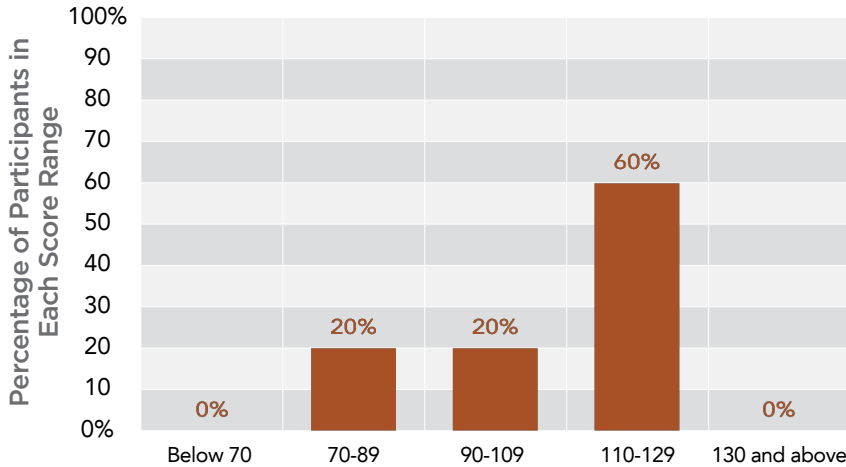
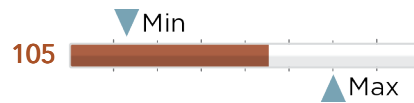
This group is sometimes able to confidently express disagreements, although there remain some situations that may prove more challenging than others. An assertive stance is generally taken that helps move the agenda forward and attain buy-in for ideas. However, if strengthened, employees will have a greater platform to voice discontent with incompatible viewpoints, and propose new methods of working.

Strategies for Action

- Use visualization techniques to help the group see a successful, assertive outcome when interacting with others. What is the ultimate goal? How will they be direct and firm when necessary?
- Brainstorm assertive behaviors/language that can help the group get its point across more effectively. What causes their assertiveness to crack?

Independence

Self-directed; free from emotional dependency



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	105
Minimum: ▼	73
Maximum: ▲	120
Spread of Scores:	18.6

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
4 Finds it hard to make decisions	60	20	20	0	0	0
15 Clings to others	60	40	0	0	0	0
46 Easily influenced	60	40	0	0	0	0
54 Prefers job where told what to do	60	20	0	0	20	0
65 Difficult doing things on own	60	20	20	0	0	0
81 Needs reassurance	20	40	20	20	0	0
97 Needs others	60	40	0	0	0	0
114 More of a follower	40	60	0	0	0	0

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Organizational Implications

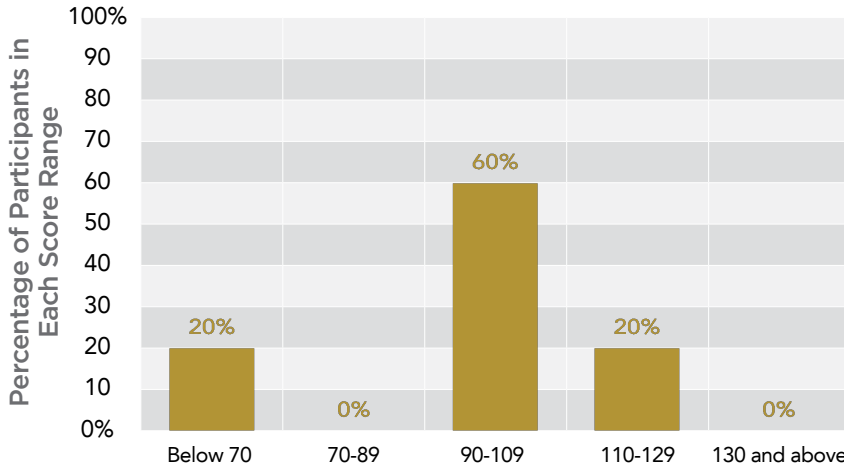
This group is generally able to work autonomously, trusting their own expressions even if it deviates from the general consensus. Along with assertiveness, independence ensures honest opinions are shared openly and decisions can be made without reassurance from others. If this group is a leadership team, they are likely seen as being decisive and path setters, rarely waiting for the comfort of others' reassurance before forging ahead.

Strategies for Action

- Teach colleagues to be independent by asking them to emulate the group's approach.
- Remember that colleagues are there as a resource, and seek their advice when required.

Interpersonal Relationships

Mutually satisfying relationships



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	98
Minimum: ▼	66
Maximum: ▲	114
Spread of Scores:	16.7

% Distribution of Responses per Item

- 1 Never/Rarely
- 2 Occasionally
- 3 Sometimes
- 4 Often
- 5 Always/Almost Always
- ? No Answer

Item	1	2	3	4	5	?
9 Makes friends easily	0	20	0	20	60	0
22 Enjoys talking	0	20	0	20	60	0
38 Easy to approach	0	0	0	60	40	0
41 Easy to confide in	0	0	20	60	20	0
66 Fun to be with	0	20	0	60	20	0
74 Team player	0	0	20	60	20	0
102 Is sociable	20	0	0	40	40	0
129 Has good relationships	0	0	20	60	20	0

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Organizational Implications

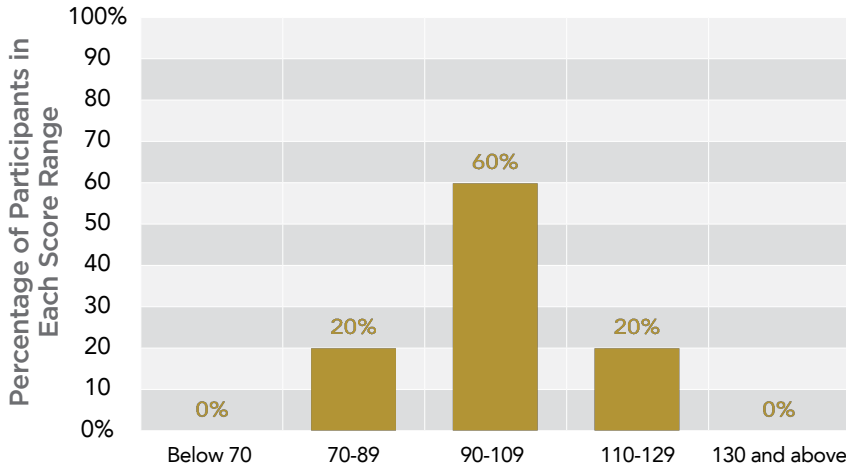
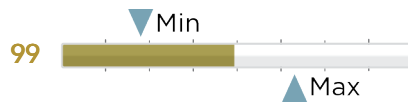
The group's relationships with colleagues are sometimes seen to be based on mutual trust and understanding, although there are times when greater cohesion is needed. Some of the time, the group is able to rely on each other as a support system when issues arise. This team is likely seen as approachable, but work here is still needed to ensure this openness is demonstrated more consistently. Decisions are made by consulting with others for feedback and to gather consensus, which helps generate swift results for the organization.

Strategies for Action

- Brainstorm ways this group can celebrate big milestones (e.g., launch of a product, birthdays, promotions) to foster improved relationships.
- Have the group identify teams within the organization where relationships need to be strengthened. What will be the impact on organizational results if these connections are improved?

Empathy

Understanding, appreciating how others feel



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	99
Minimum:	78
Maximum:	113
Spread of Scores:	11.6

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
13 Aware of others' feelings	0	0	0	100	0	0
24 Is empathic	0	0	20	40	40	0
30 Understands the way others feel	0	0	20	80	0	0
52 Avoids hurting others' feelings	0	20	20	40	20	0
70 In touch with others' emotions	0	0	20	80	0	0
78 Relates to others' emotions	0	0	20	60	20	0
91 Respects others' feelings	0	0	20	40	40	0
110 Sensitive to others' feelings	0	0	20	60	20	0
124 Cares about others' feelings	0	0	20	40	40	0

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Organizational Implications

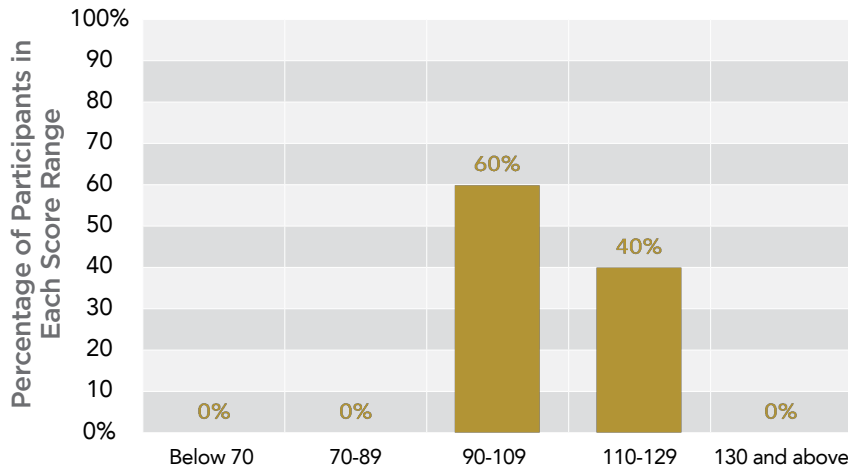
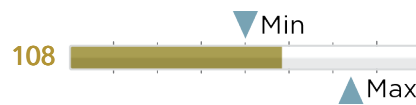
This group is generally able to empathize with the concerns of colleagues, although there are times when the emotional undertone may elude the group. A grasp of colleagues' worries or unease regarding certain situations helps to ensure that group consensus is reached before carrying out a decision. An understanding of the ramifications of certain choices helps to ensure that decisions are made that benefit colleagues, which can spur organizational growth.

Strategies for Action

- Have the group identify situations where more empathy was needed (e.g., team member was facing a tough time). What was the impact of not being empathic and what steps will they put in place to rectify this next time?
- Listen, be attuned to body language and tone of voice to gauge the emotional undertone in meetings. Have the group role play different emotional cues.

Social Responsibility

Social consciousness; helpful



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	108
Minimum:	100
Maximum:	124
Spread of Scores:	9.1

% Distribution of Responses per Item

- 1 Never/Rarely
 2 Occasionally
 3 Sometimes
4 Often
 5 Always/Almost Always
 ? No Answer

	Item	1	2	3	4	5	?
11	Environmentally friendly	0	0	20	40	40	0
18	Tries to make a difference in society	0	0	20	40	40	0
20	Likes helping	0	0	0	60	40	0
60	Is a contributing member	0	0	0	80	20	0
61	Contributes to community	0	0	0	80	20	0
115	Cares about social issues	0	0	0	20	80	0

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Organizational Implications

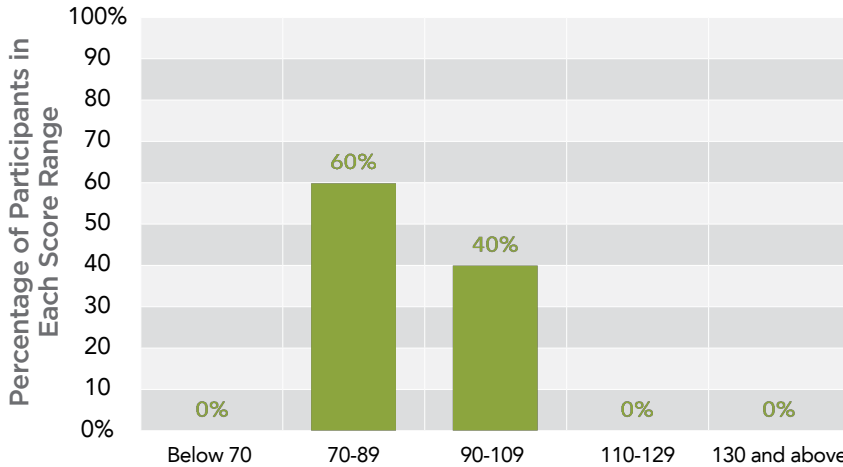
This group is concerned for the welfare of employees and the community. Organizational values are taken into account when decisions are made, and community involvement is likely to be a priority. Group well-being is a key factor that is contemplated in the organization, and volunteer opportunities and a commitment to fairness and justice are important to those in this group. Employees are likely to feel proud to belong to this group and are committed to its values.

Strategies for Action

- Mentoring is founded on social responsibility. How could a formal or informal mentoring program benefit this group?
- Suggest that this group try to engage other teams in socially responsible behavior to spur collective action throughout the organization.

Problem Solving

Find solutions when emotions are involved



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	86
Minimum:	73
Maximum:	108
Spread of Scores:	12.7

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
17 Can't decide what to do when upset	0	40	40	20	0	0
37 Worries about a problem rather than solving it	20	0	80	0	0	0
45 Avoids dealing with problems	20	0	80	0	0	0
68 Has difficulty deciding on the best solution	20	40	40	0	0	0
72 Gets stuck when solving problems	0	80	20	0	0	0
75 Gets overwhelmed when making decisions	20	40	40	0	0	0
84 Gets frustrated and gives up	20	60	20	0	0	0
112 Emotions get in the way of decisions	0	60	40	0	0	0

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Organizational Implications

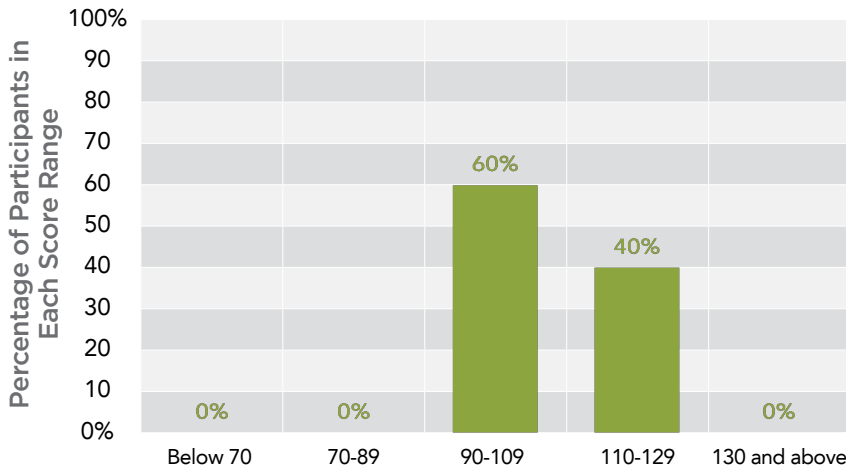
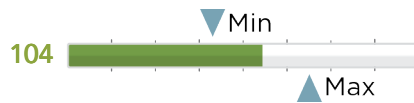
This group lets emotions impair its decision-making ability. In situations with competing timelines and/or mounting pressure, solutions may not always be forthcoming, which can lower employee morale and impede service delivery. At times, there may be a lull in productivity, as problems surface and group members get distracted by their emotional reactions, which results in the group's inability to tackle the issues.

Strategies for Action

- Use different language (e.g., "what if"/"imagine") to anticipate possibilities/solutions.
- Embrace a "solutions-focused" mindset by focusing on solutions, not on problems. Have the group understand the benefits of emotions, rather than seeing them as barriers.

Reality Testing

Objective; see things as they really are



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	104
Minimum:	93
Maximum:	115
Spread of Scores:	8

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

	Item	1	2	3	4	5	?
14	Sees situations as they really are	0	0	0	60	40	0
36	Makes realistic plans to achieve goals	0	0	20	60	20	0
43	Recognizes own biases	0	0	40	20	40	0
57	Has good sense of strengths and weaknesses	0	0	20	60	20	0
77	Knows when to be objective	0	0	0	60	40	0
85	Knows when emotions affect objectivity	0	0	20	60	20	0
107	Even when upset, aware of what's happening to self	0	0	20	60	20	0
111	Has a good sense of what is going on	0	0	0	80	20	0

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Organizational Implications

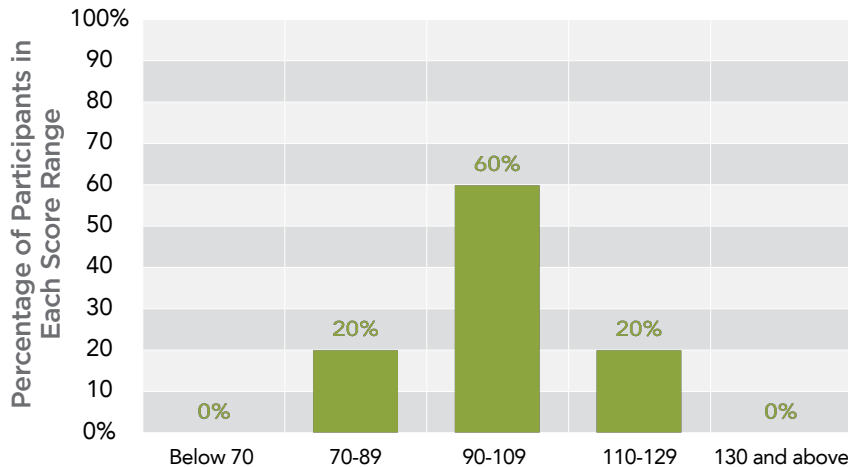
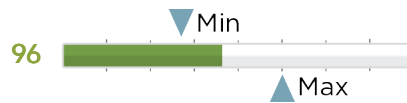
This group is capable of viewing situations from an objective standpoint, although there are times (particularly when under stress) when emotions color how members interpret reality. Employees are generally able to accurately assess a situation and understand the reasons why certain actions are taken (e.g., a colleague being fired for poor performance). This grasp of reality fuels a healthy level of job satisfaction and organizational tenure, as employees can appreciate why events transpire as they do.

Strategies for Action

- Diagnose past decisions with the group to examine the impact of reality testing on actual business outcomes. Where did they size things up inaccurately? What additional information was needed at the time?
- Seek colleagues' perspectives on a situation to see if there is alignment in perception.

Impulse Control

Resist or delay impulse to act



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	96
Minimum: ▼	87
Maximum: ▲	110
Spread of Scores:	7.8

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
2 Makes rash decisions	20	80	0	0	0	0
5 Interrupts others	0	40	60	0	0	0
34 Impulsivity creates problems	20	40	40	0	0	0
44 Is impulsive	20	40	40	0	0	0
48 Finds it hard to stop talking	20	80	0	0	0	0
50 Reacts hastily	0	40	60	0	0	0
56 Difficult to control impulses	40	40	20	0	0	0
67 Finds it difficult to resist temptation	0	60	40	0	0	0

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Organizational Implications

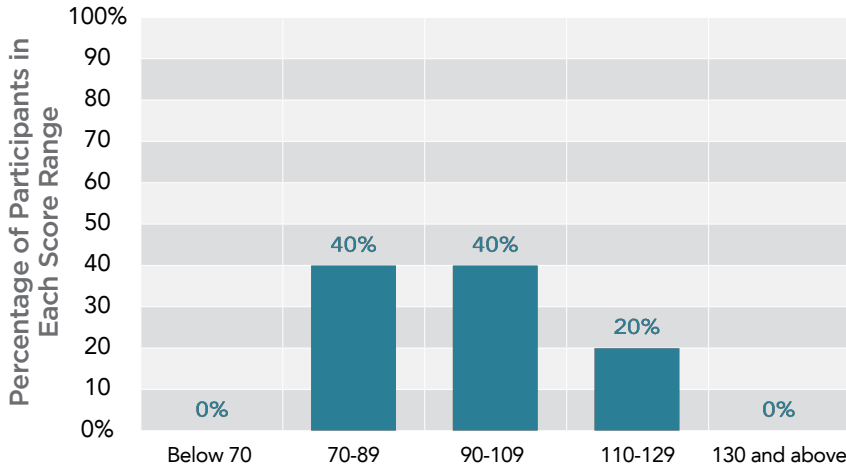
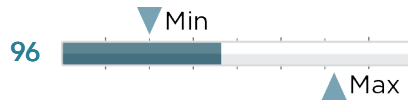
This group is generally able to control the inclination to act on the spur of the moment. For the most part, the team prefers a more methodical, planned approach, although there are times when situations are acted upon without considering the ramifications. Decisions are typically well thought out and researched, which help propel the organization's mission and vision forward. Service and/or product quality is generally satisfactory, as there is deliberate consideration involved.

Strategies for Action

- Count to 10 before discussing an idea to ensure its feasibility. Have the group brainstorm other ways to keep their impulses in check, especially during meetings.
- Seek colleagues' feedback before proposing a new way of doing things at work.

Flexibility

Adapting emotions, thoughts and behaviors



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	96
Minimum:	80
Maximum:	122
Spread of Scores:	14.6

% Distribution of Responses per Item

- 1 Never/Rarely
 2 Occasionally
 3 Sometimes
4 Often
 5 Always/Almost Always
 ? No Answer

Item	1	2	3	4	5	?
6 Finds it difficult to change own opinion	40	40	0	20	0	0
33 Does not like unfamiliar situations	0	40	40	20	0	0
42 Hard to change own ways	20	20	40	20	0	0
82 Has difficulty compromising	0	60	20	20	0	0
87 Uneasy with last-minute changes	20	20	20	40	0	0
96 Finds it hard to make changes	0	60	40	0	0	0
120 Needs things to be predictable	20	20	20	40	0	0
122 Uneasy with change	20	40	40	0	0	0

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Organizational Implications

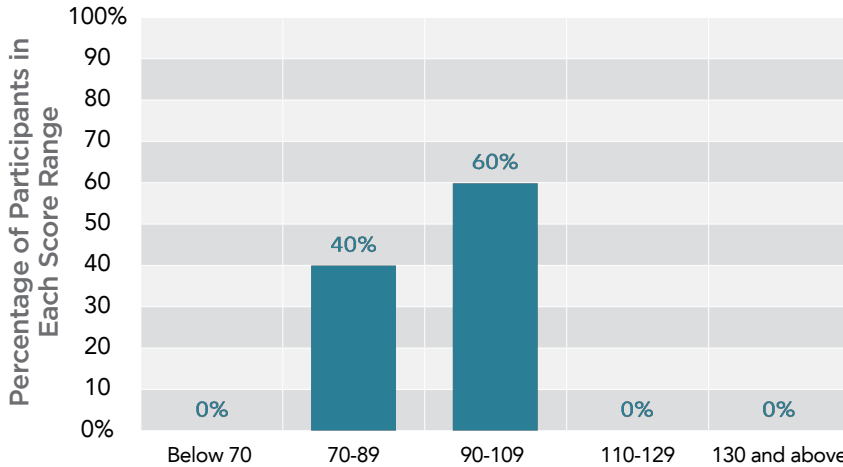
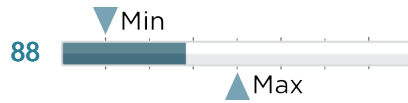
This group is generally tolerant and accepting of change, and usually adopts new procedures or ways of doing things with ease. Nevertheless, there are situations where change may make the group less willing to embrace new developments (e.g., merger between two companies may create trepidation). For the most part, new technologies and new methods of conducting business are readily implemented. The status quo is not the default, and progress and a willingness to “roll with the punches” are the norm.

Strategies for Action

- Ensure that proper training and resources are available to deal with change.
- Brainstorm ideas with the team to arrive at solutions to cope with new developments.

Stress Tolerance

Coping with stressful situations



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	88
Minimum:	70
Maximum:	100
Spread of Scores:	10.9

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

Item	1	2	3	4	5	?
1 Keeps calm	0	20	20	60	0	0
26 Can't think clearly when under stress	0	40	20	40	0	0
55 Thrives when challenged	0	20	60	20	0	0
79 Handles stress well	0	0	20	80	0	0
88 Performs well under pressure	0	0	40	40	20	0
99 Copes well	0	0	20	80	0	0
113 Handles upsetting problems	0	0	60	20	20	0
123 Does not react well to stress	0	60	40	0	0	0

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Organizational Implications

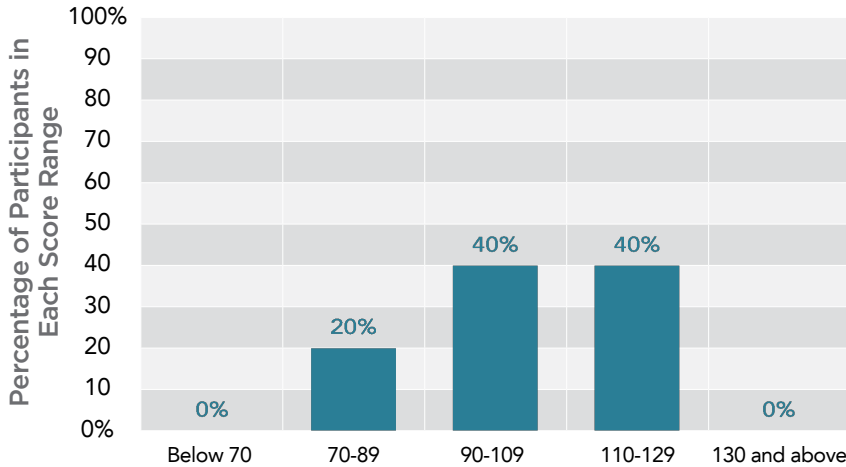
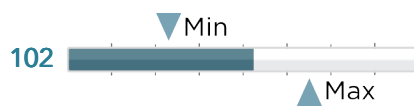
This group is generally unable to cope with difficult situations; members become overwhelmed and may give up trying. When faced with tight deadlines or unanticipated situations, the group may have trouble coping and may appear helpless. Projects may sometimes not be completed on time, and interpersonal strife can ensue as employees are irritated and frazzled. Productivity may be hindered, and employees may not be able to concentrate on tasks, as they are distracted by their feelings of anxiety.

Strategies for Action

- Build in relaxation time (e.g., take breaks, exercise, spend time with friends/family).
- Reframe and uncover the opportunity in the challenge (e.g., chance to learn a new skill). This group may need to be taught coping skills in order to maintain composure under even normal circumstances.

Optimism

Positive attitude and outlook on life



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	102
Minimum: ▼	83
Maximum: ▲	115
Spread of Scores:	11.4

% Distribution of Responses per Item

- | | | |
|-----------------------|-------------------------------|--------------------|
| 1 Never/Rarely | 2 Occasionally | 3 Sometimes |
| 4 Often | 5 Always/Almost Always | ? No Answer |

	Item	1	2	3	4	5	?
29	Stays positive	0	20	0	40	40	0
32	Is optimistic	0	0	0	40	60	0
35	Expects the worst	60	20	0	20	0	0
80	Hopeful for the future	0	0	20	60	20	0
83	Sees the best in people	0	0	0	80	20	0
90	Has good thoughts about the future	0	0	20	40	40	0
98	Expects things to turn out all right	0	0	0	80	20	0
116	Has a positive outlook	0	0	0	40	60	0

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Organizational Implications

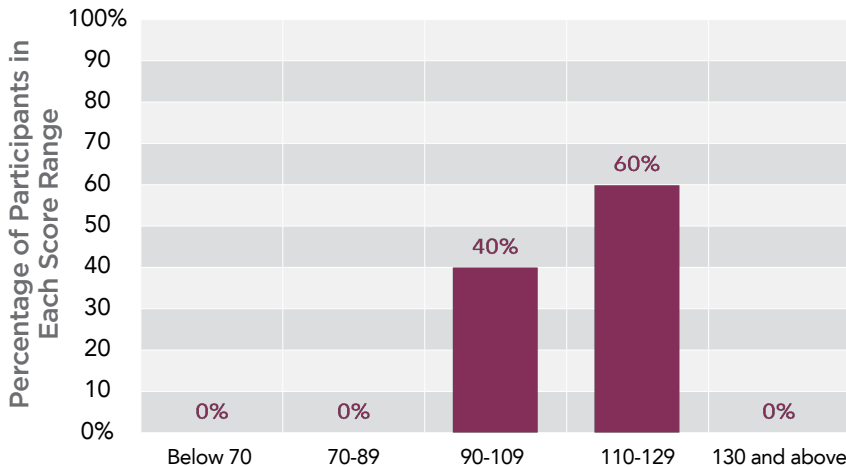
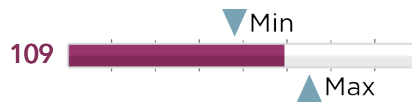
This group is likely to view situations in a positive light, although there are occasions (e.g., being overlooked for praise) when the team may perceive them negatively. This sense of positivity helps the team view situations as changeable, and helps employees propose solutions. This sense of optimism helps with the creative process by generating better ideas, and aids to spearhead innovation in the organization.

Strategies for Action

- Fraternize with like-minded colleagues who are positive, and avoid too many interactions with negative ones. Have the group learn to identify what circumstances cause them to be less optimistic.
- Participate in spontaneous pursuits (e.g., try a different coaching technique, a new meeting format, or learn a new skill) to change the routine.

Happiness

Satisfied with life; content



Group Snapshot for this Subscale

Number of Scored Participants:	5
Average:	109
Minimum:	98
Maximum:	115
Spread of Scores:	7.1

% Distribution of Responses per Item

- 1 Never/Rarely
 2 Occasionally
 3 Sometimes
4 Often
 5 Always/Almost Always
 ? No Answer

	Item	1	2	3	4	5	?
12	Hard to enjoy life	80	20	0	0	0	0
28	Not happy with life	100	0	0	0	0	0
51	Is enthusiastic	0	20	0	60	20	0
71	Is happy	0	0	0	40	60	0
92	Satisfied with life	0	0	0	20	80	0
101	Excited about life	0	0	0	100	0	0
106	Looks forward to each day	0	0	0	40	60	0
126	Is content	0	0	0	20	80	0

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Organizational Implications

This group is content and savors activities at work and at home. The joy that is exemplified by the team radiates among colleagues, and employees enjoy spending time in the team's company. Obstacles are overcome with ease, and the ability to triumph over adversity is a hallmark. The team gets results as they promote an inspiring and encouraging atmosphere in which employees can do their best work.

Strategies for Action

- Raise the happiness of others by volunteering for a charity or cause that the team is passionate about.
- Remember to show appreciation for others' help and be grateful for what you have.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Self-Perception</p> <p>Self-Regard</p> <ul style="list-style-type: none"> • Continue to focus on team strengths to achieve a competitive advantage. • Have the group brainstorm special projects, assignments, or roles that use the unique strengths each person brings to the group. • Remain humble in encounters with colleagues (a boastful approach may be off-putting). 	<p>Self-Actualization</p> <ul style="list-style-type: none"> • This group may benefit from reflecting on its mission, vision, and values to reignite a stronger sense of self-worth and team worth. • Have the group brainstorm stretch goals for their short- and long-term objectives to help them see greater potential in themselves. 	<p>Emotional Self-Awareness</p> <ul style="list-style-type: none"> • Have the group identify the subtle cues experienced when certain emotions arise. Have them identify which emotions are helpful and under what conditions. • Have the group ask others for feedback to see whether others emotional perception is aligned with theirs.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Self-Expression</p> <p>Emotional Expression</p> <ul style="list-style-type: none"> • Create a conduct code that allows the group to share emotions, making sure that the rules for emotional sharing don't become counterproductive. • Emphasize importance of discussing emotions. Have the group identify triggers for "bottling" emotions and discuss how to overcome them. 	<p>Assertiveness</p> <ul style="list-style-type: none"> • Use visualization techniques to help the group see a successful, assertive outcome when interacting with others. How can they be direct and firm when necessary? • Brainstorm assertive behaviors/ language that can help the group get its point across more effectively. 	<p>Independence</p> <ul style="list-style-type: none"> • Teach colleagues to be independent by asking them to emulate the group's approach. • Remember that colleagues are there as a resource, and seek their advice when required.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Interpersonal</p> <p>Interpersonal Relationships</p> <ul style="list-style-type: none"> • Brainstorm ways this group can celebrate big milestones to foster improved relationships. • Identify teams within the organization where relationships need strengthening. What will the organizational impacts be if these connections are improved? 	<p>Empathy</p> <ul style="list-style-type: none"> • Have the group identify situations where more empathy was needed. What was the impact of not being empathic? What steps will they put in place to rectify this next time? • Be attuned to body language and tone of voice to gauge emotional undertones in meetings. Role play different emotional cues. 	<p>Social Responsibility</p> <ul style="list-style-type: none"> • Mentoring is founded on social responsibility. How could a formal or informal mentoring program benefit this group? • Suggest that this group try to engage other teams in socially responsible behavior to spur collective action throughout the organization.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Decision Making</p> <p>Problem Solving</p> <ul style="list-style-type: none"> • Use different language (e.g., "what if"/"imagine") to anticipate possibilities/solutions. • Embrace a "solutions-focused" mindset by focusing on solutions, not on problems. Have the group understand the benefits of emotions, rather than seeing them as barriers. 	<p>Reality Testing</p> <ul style="list-style-type: none"> • Diagnose past decisions to examine the impact of reality testing on actual business outcomes. Where did they size things up inaccurately? What additional information was needed at the time? • Seek colleagues' perspectives on a situation to see if there is alignment in perception. 	<p>Impulse Control</p> <ul style="list-style-type: none"> • Count to 10 before discussing an idea to ensure its feasibility. Have the group brainstorm other ways to keep their impulses in check, especially during meetings. • Seek colleagues' feedback before proposing a new way of doing things at work.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Stress Management</p> <p>Flexibility</p> <ul style="list-style-type: none"> • Ensure that proper training and resources are available to deal with change. • Brainstorm ideas with the team to arrive at solutions to cope with new developments. 	<p>Stress Tolerance</p> <ul style="list-style-type: none"> • Build in relaxation time (e.g., take breaks, exercise, spend time with friends/family). • Reframe and uncover the opportunity in the challenge (e.g., chance to learn a new skill). This group may need to be taught coping skills in order to maintain composure under even normal circumstances. 	<p>Optimism</p> <ul style="list-style-type: none"> • Fraternize with like-minded colleagues who are positive, and avoid too many interactions with negative ones. Have the group identify what circumstances cause them to be less optimistic. • Participate in spontaneous pursuits to change the routine.