EQ 360

360°
FEEDBACK

REPORT

David Duncan

Rated by: Manager(1), Peers(3), Direct Reports(3)

July 13, 2012

MHS

The page has a header with Name: David Duncan and EQ 360 logo.

EQ 360

Welcome to your EQ 360 report

The EQ 360 is a multirater 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.

It is important to start with your self-evaluation first 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."

S Self
M Manager
P Peers
DR Direct Reports
F Family/Friends
O Other
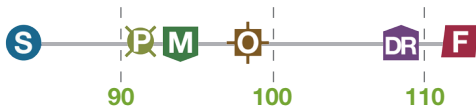
How to read this report.
This report contains information gathered from both yourself (self rating) and people who were identified as your raters. These raters may be your manager, peers, direct reports, friends, family, or others and will be labeled as such throughout this report.

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 next page.

P 2 Peers?
DR 2 Direct Reports?
→ **O** One "Other" group with 4 raters

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.

Gap
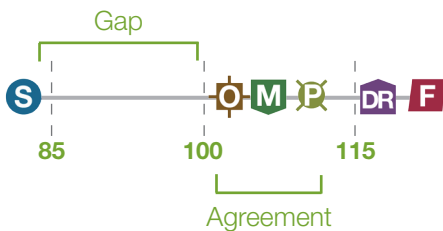
Agreement

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 fully understand your self-evaluation before diving into the results provided by others. Your report is structured in this way by showing your "self" results first, followed by your raters' results.

MHS

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.
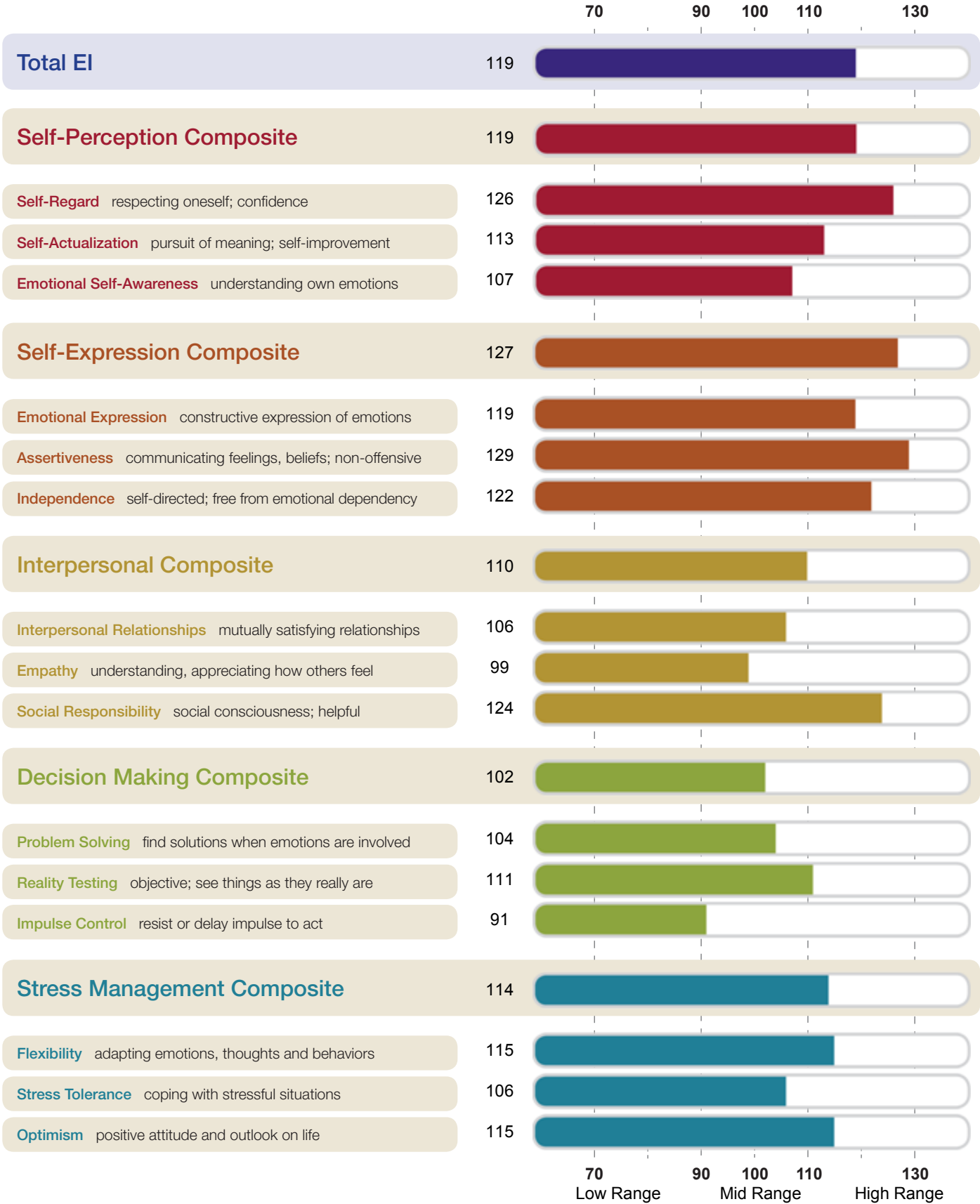
INTERPERSONAL

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.
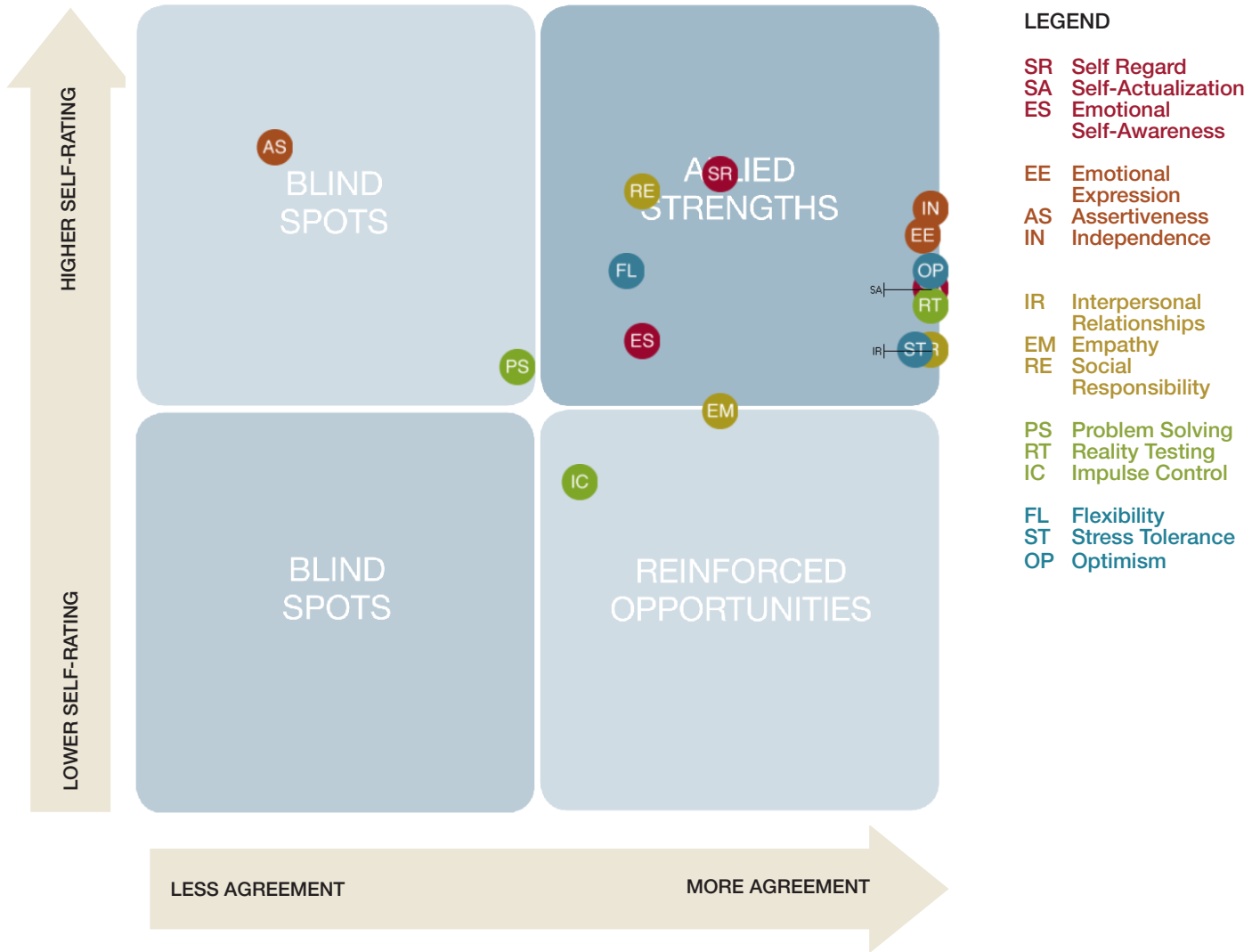
Based on the Bar-On EQ-i model by Reuven Bar-On, copyright 1997.

MHS

How You Responded: Summary

		70	90	100	110	130

Total EI — 119

Self-Perception Composite — 119

Self-Regard respecting oneself; confidence — 126

Self-Actualization pursuit of meaning; self-improvement — 113

Emotional Self-Awareness understanding own emotions — 107

Self-Expression Composite — 127

Emotional Expression constructive expression of emotions — 119

Assertiveness communicating feelings, beliefs; non-offensive — 129

Independence self-directed; free from emotional dependency — 122

Interpersonal Composite — 110

Interpersonal Relationships mutually satisfying relationships — 106

Empathy understanding, appreciating how others feel — 99

Social Responsibility social consciousness; helpful — 124

Decision Making Composite — 102

Problem Solving find solutions when emotions are involved — 104

Reality Testing objective; see things as they really are — 111

Impulse Control resist or delay impulse to act — 91

Stress Management Composite — 114

Flexibility adapting emotions, thoughts and behaviors — 115

Stress Tolerance coping with stressful situations — 106

Optimism positive attitude and outlook on life — 115

| 70	90	100	110	130
Low Range		Mid Range		High Range

MHS

Profile Gap Analysis

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.

- The horizontal axis shows you how much agreement there is between your self score and the scores you received from your rater groups, across the various subscale. 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-rating. 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.

HIGHER SELF-RATING

LOWER SELF-RATING

BLIND SPOTS

APPLIED STRENGTHS

BLIND SPOTS

REINFORCED OPPORTUNITIES

LESS AGREEMENT

MORE AGREEMENT

LEGEND

SR Self Regard
SA Self-Actualization
ES Emotional Self-Awareness

EE Emotional Expression
AS Assertiveness
IN Independence

IR Interpersonal Relationships
EM Empathy
RE Social Responsibility

PS Problem Solving
RT Reality Testing
IC Impulse Control

FL Flexibility
ST Stress Tolerance
OP Optimism

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.

MHS
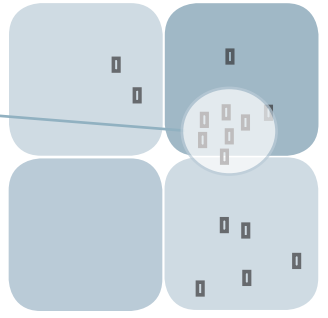
How You and Your Raters Responded: Summary

Now that you understand how you rated yourself on the EQ-i 2.0, you can begin to discover the richness of the data collected from your colleagues. 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 S	Manager M	Peer P	Direct Reports DR	Family/ Friends F	Other
Total EI	DR S	119	115	117	116		

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 S	Manager M	Peer P	Direct Reports DR	Family/ Friends F	Other
Self-Perception	M DR	119	117	120	121		
Self-Expression	M — DR	127	117*	124	126		
Interpersonal	DR P	110	109	111	108		
DecisionMaking	DR P 1	102	106	105	101		
Stress Management	S DR	114	118	119	119		

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

Self-Perception. Subscales in this composite address the 'inner-self' and assess your feelings of inner strength, confidence, 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.

MHS

How You and Your Raters Responded: Summary

EI Subscales	70	80	90	100	110	120	130	Self S	Manager M	Peer P	Direct Reports DR	Family/ Friends F	Other
Number of raters								1	1	3	3		
Self-Regard					M DR S			126	113*	120	119		
Self-Actualization					M DR			113	113	115	116		
Emotional Self-Awareness				S DR				107	116	115	116		
Emotional Expression					M F DR			119	120	123	125		
Assertiveness				M	DR S			129	107*	117*	116*		
Independence					M P DR			122	115	118	121		
Interpersonal Relationships				DR M P				106	109	112	105		
Empathy			S	DR P M				99	109*	107	105		
Social Responsibiilty				M DR S				124	109*	116	117		
Problem Solving			S	DR P M				104	120*	114*	112		
Reality Testing				S DR P				111	116	116	113		
Impulse Control	DR M P	S						91	82	84	79*		
Flexibility					S DR M			115	128*	123	123		
Stress Tolerance				S DR P				106	110	112	109		
Optimism				M S P DR				115	110	116	119		

Self-Perception · Self-Expression · Interpersonal · Decision Making · Stress Management

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

MHS

Name: David Duncan

EQ 360

Self-Regard

	70	90	100	110	130

Self-Regard respecting oneself; confidence   126

Low Range   Mid Range   High Range
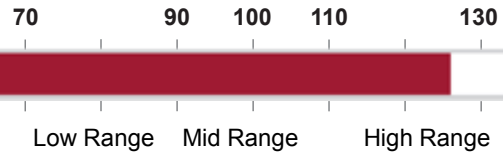
What You Said:

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. David, your result suggests that your self-regard is stronger than most people's. You know yourself and are comfortable with yourself, which generally translates into increased performance. You may have:

- a high level of respect for yourself, your talents, and your weaknesses.
- a willingness to confidently admit mistakes or unfamiliarity with a situation.
- to ensure that your perception of your strengths is supported by objective evidence, otherwise you run the risk of being seen as overconfident in your abilities.

Emotional Implications on the Job

Emotional Implications. Your result may mean that on an emotional level, you are driven to achieve your fullest potential, have a more positive outlook on your capabilities, and are more confident in expressing yourself than those with average self-regard. The potential challenge is that you could lose touch with objective assessments of your capabilities. Draw on reality testing behaviors to maintain a healthy self-perception.

Strategies for Action

Self-Regard Profile. Seeking others' feedback on your strengths and weaknesses demonstrates a willingness to learn and gives you objective data to confirm whether your self-beliefs are in line with what others see.

- Identify those at work (colleague, manager) who know you well enough to comment on your strengths and weaknesses.
- Ask them to list your strengths and weaknesses with specific observations or examples.
- Without looking at their list, write what you believe your strengths and weaknesses are. Then compare lists. Look for disconnects and similarities between lists. Are there examples of where others didn't agree with your listed strengths?

Own up to Your Weaknesses. Although challenging, openly admitting your weaknesses can help keep your Self-Regard in check with how your colleagues see you.

- Record your reaction to any mistakes or errors you make over the next few weeks. If you find yourself blaming "the system" or others for your mistakes, you might want to start openly admitting your points of weakness.
- Rather than placing blame, use mistakes as opportunities to show you know and accept your weaknesses and put in place strategies that manage them, rather than pretending they don't exist.

Balancing Your EI

This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Self-Regard(126) ⊘ Problem Solving(104)

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.

MHS

Self-Regard

| 70 | 90 | 100 | 110 | 130 |

Self-Regard respecting oneself; confidence

M DR S

Low Range   Mid Range   High Range

What Your Raters Said:

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.

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:
You rated yourself higher in Self-Regard than your Manager(s). 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(s) to gauge your self-confidence. Although you rated yourself higher in Self-Regard, your Manager(s) 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(s) to rate you lower in Self-Regard?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:
David, the closest agreement between your Self-Regard rating and those of your rater groups is between you and your Peers. Your result indicates that you recognize your strengths and weaknesses and that you portray a high level of confidence in your relationship with your Peers. 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 individuals*

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

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Self-Actualization

| Self-Actualization | pursuit of meaning; self-improvement | 113 |

| 70 | 90 | 100 | 110 | 130 |

Low Range   Mid Range   High Range
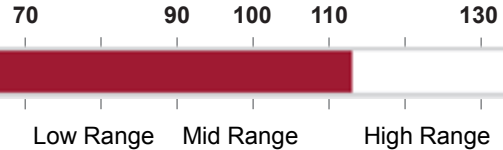
What You Said:

Self-actualization can be summed up in three words: pursuit of meaning. While this may sound philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential. David, your result suggests that you find deep meaning in your work, set challenging goals and expect the same level of engagement from others. In addition to the passion you bring to your job, your result may also mean that:

- you appear to be working or acting with a plan in mind.
- you continually hone your trade/skills and expect the same growth from colleagues.
- you are not usually satisfied with the status quo.

Emotional Implications on the Job

Emotional Implications. Your success and satisfaction with your life can probably be traced back to you doing what you enjoy in both your work and personal life. Because you have found ways to apply your talents and strengths, you likely experience harmony knowing that your talents are being put to good use and should a setback occur, you can bounce back quickly knowing there is a greater purpose behind your actions.

Strategies for Action

Spread the Word. Imagine the progress your organization would experience if everyone was just a little more passionate about their jobs! Obviously you can't force people to become self-actualized, but you can put your enthusiasm on stage for others to take notice and hopefully join in.

- Start something new at work that is in line with your interests and brings people together. For example, find some colleagues to join a professional organization, attend a conference (even better, be on a panel at a conference), try a new training course, start up a lunch 'n' learn, or invite people to form a corporate fundraising team for a local charity.

Great Expectations. Your high self-actualization means that you could unrealistically apply the same high achieving expectations to your colleagues or family.

- Examine the performance expectations you have for others. Have you "topped up" the level of performance you expect beyond what's adequate for successful job performance? For example, if you spend 10 hours at work, do you unfairly judge someone who only works the required 8 hours as less committed to their job?

Balancing Your EI

This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Self-Actualization(113) ◄ Self-Regard(126)

Your Self-Actualization is lower than your Self-Regard. To balance these components, leverage your inner strength and confidence by participating in meaningful activities. Keep your expectations realistic to promote feelings of success. Set and evaluate goals that align with your strengths.

MHS

Self-Actualization

| | 70 | 90 | 100 | 110 | 130 |

Self-Actualization pursuit of meaning; self-improvement

MDR

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest 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	5	4	5	4.67		
Has something to contribute	5	5	5	5		
Seeks enriching experiences	4	4	4.33	4.33		
Self-motivated	4	4	4	4.33		
Makes good use of abilities	4	4	4	4		
Strives to be the best he/she can be	4	5	4.33	4.33		
Driven to achieve	5	4	4.67	4.67		
Makes life meaningful	4	5	4.67	5		
Looks for ways to improve	4	4	4	4		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Emotional Self-Awareness

	70	90	100	110	130

Emotional Self-Awareness understanding own emotions   107

Low Range   Mid Range   High Range

What You Said:

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with. David, your result indicates that you are in touch with your emotions and that you manage them in a way that is healthy for you and your relationships at work. It is likely that you:

- have a solid read of your inner self—you can describe and manage the emotions you are experiencing.
- are aware of how emotions impact team morale, collaborative relationships, and individual performance.
- still have a few emotions that make you uneasy or are difficult to fully understand.

Emotional Implications on the Job

Emotional Implications. One of the implications of recognizing your emotions and their triggers is that for you, experiencing an emotion is the result of a cause-and-effect relationship. You know when and why an emotion will be triggered and you know how to use that emotion to your benefit. You are usually in tune with the physiological sensations of emotion, but there may be some emotions that continue to slip by unrecognized.

Strategies for Action

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

- The next time you are in a meeting ask others, "How do you feel about this direction?" or "What is your gut telling you about this decision?"
- Identify the causes of your colleagues' emotions and how their emotions impact their buy-in to a decision. This will help not only to show that you care about others' feelings (empathy), but to give you the information you need to predict how colleagues will react in the future.

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

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

Balancing Your EI

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

Emotional Self-Awareness(107) ▶ Emotional Expression(119)

Your Emotional Self-Awareness is lower than your Emotional Expression. Try to explain why you are expressing a certain emotion. For example, provide reasons for why you are worried about an upcoming business meeting—don't just be worried. Aligning these components helps you manage your own emotions more effectively, and helps others to more effectively deal with the underlying cause.

MHS

Emotional Self-Awareness

	70		90	100	110		130

Emotional Self-Awareness understanding own emotions

S DR

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:
There is agreement between you and your raters on your level of Emotional Self-Awareness, suggesting that you pay attention to your emotions more than most people. This consistency between how you and those around you view your emotional self-awareness has positive implications; your understanding of your emotions is observable to the people you work with and you probably know when your emotions have gotten the best of you. While you may be in tune with some emotional triggers and resulting physiological sensations, there are likely other emotions that you are less comfortable with or that are less recognizable to you. You and your raters would likely agree that there is room for improvement in your understanding of your emotions. *What cues can you look for, in both yourself and others, to determine when your emotions have gotten the best of you? What skills can you leverage from situations where you have a solid understanding of your emotions to apply to emotions with which you are less comfortable?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Attends to own feelings	3	4	4.33	4		
Aware of how own mood impacts others	4	4	3.67	4		
Knows what triggers own emotions	4	4	3.67	4		
Aware of own feelings	4	4	4	4		
Recognizes when he/she is upset	4	4	4	4		
Understands how others' emotions affect him/her	4	4	4	4		
Knows which emotions affect his/her performance	4	4	4	4		

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

MHS

Emotional Expression

| 70 | 90 | 100 | 110 | 130 |

| Emotional Expression   constructive expression of emotions | 119 |

Low Range   Mid Range   High Range
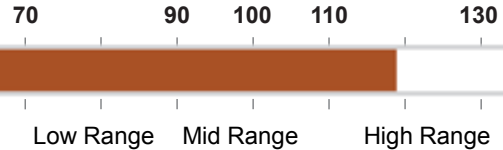
What You Said:

Individuals who effectively express emotions find words and physical expressions to convey their feelings in a way that is not hurtful to others. David, your result suggests you extensively express emotion, using a large emotional vocabulary and nonverbal expressions to tell others how you feel. Your result suggests:

- you are comfortable expressing most, if not all emotions through words and/or facial expressions.
- you find beneficial ways to express your emotions, both positive (e.g., appreciation) and negative (e.g., anger).
- others do not have to assume what you are feeling, as what you say and do is evidence of your emotions.

Emotional Implications on the Job

Emotional Implications. Think of Emotional Expression as the action part of the emotional experience. You rarely keep emotions bottled up, preferring instead to express and work through them with others. For you, it is likely a natural process to describe your emotions in a way that is genuine and consistent. One implication for you is that you might express emotion so freely that it is seen as inappropriate for certain situations.

Strategies for Action

Expression Check-In. Use Empathy and Interpersonal Relationships behaviors to carefully watch others' responses to your emotions.

- The next time you express what you feel pay close attention to others' reactions. Notice their facial cues, tone of voice and body language; does it match what you would expect? For example, is your colleague as happy as you are about your promotion, or does he/she appear threatened by your advancement?
- This check-in will remind you to be vigilant of others' reactions to ensure your expressions are at the right intensity.

Backing up your Emotions. Backing up your emotions with the potential business impact of what you are feeling will help inform others of the source of your emotions and ensure you aren't seen as too emotional.

- In advance of the next meeting or discussion where you will need to gain resources or buy-in, prepare a business case to back up what you intend to express. For example, rather than just being anxious, you could prepare the following: "I am really anxious about meeting our timelines for this product. I'm anxious because we have lost two engineers to another project. If we don't receive more support from engineering, 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. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Emotional Expression(119) ⊘ Empathy(99)

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.

MHS

Emotional Expression

	70	90	100	110	130

Emotional Expression constructive expression of emotions

M DR

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest 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	2	1	1.33	1.33		
Easily expresses feelings	4	4	4.33	5		
Has difficulty expressing intimate feelings	1	2	1.67	1.67		
Talks to others when sad	4	4	4	4		
Difficult to show feelings to others	2	2	1.67	1.33		
Difficult to show affection	1	1	1.33	1.33		
Has difficulty describing feelings	1	2	1	1.33		
Hard to smile	2	1	1	1		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Assertiveness

	70	90	100	110	130

Assertiveness communicating feelings, beliefs; non-offensive

129

Low Range   Mid Range   High Range

What You Said:

Picture a line between the words passive and aggressive. At the middle point of this line lies assertiveness, a place where you work with others by finding the right language at the right time to express your feelings and thoughts. David, 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. Some of the following characteristics may apply to you:

- you are firm and direct whenever necessary.
- you achieve your goals by articulating your needs and protecting your resources.
- you view your rights and those of others as sacred; you stand up for yourself and others.
- you can come across as aggressive or overly focused on promoting your interests if you don't use empathy with your assertiveness.

Emotional Implications on the Job

Emotional Implications. You have a solid understanding of what is worth standing up for, and you likely pull on strong emotions and convictions to state your position. While this is a crucial skill to have, watch that when you defend your position you do not miss important information or feedback that may alter your perspective. While some situations call for a definitive stance, others may require you to be more flexible in your thinking.

Strategies for Action

Identify Cave Points. Determining your cave points allows you to demonstrate your flexibility by setting a point where you have enough information to change your stance on an issue.

- Before entering a discussion or a meeting, determine what you need to hear from others for you to concede on your position. For example, you strongly want a spring launch date for a new product, but others are insisting the winter would be best. What evidence or data do they need to present to you that will convince you to surrender your position?
- Highly assertive people need to know this cave point ahead of time in order to allow the team to move toward a decision and not become paralyzed in rigid debate.

Crossing the Aggression Line. Because of your strong result in Assertiveness, you need to be particularly cautious that your behavior doesn't harm your relationships.

- Set up a few rules for yourself (or for the whole team) that you will follow when your behavior starts to cross the line into aggression. For example, interrupting others in a meeting is a sign that you are no longer being respectful. If this happens, a rule could be "Openly apologize to the interrupted person and be silent until it is your time to speak."

Balancing Your EI

This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Assertiveness(129)▶ Empathy(99)

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.

MHS

EQ 360

Assertiveness

Assertiveness communicating feelings, beliefs; non-offensive

| 70 | 90 | 100 | 110 | 130 |

M DR S

Low Range   Mid Range   High Range

What Your Raters Said:

David, 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.

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:
You rated yourself higher on Assertiveness than did your Manager(s). This gap suggests that you see yourself being more firm and direct than what is experienced in interactions with your Manager(s). 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 Manager(s)?*

| This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Backs down even when right	1	2	1.33	1.33		
Says "no" when needed	5	4	4.67	5		
Is assertive	4	4	4	4		
Says so when he/she disagrees	5	4	4	4.33		
Firm and direct	5	4	4.67	4.67		
Stands up for own beliefs	5	4	4.67	4		
Tells people what he/she thinks	5	4	4.67	4.33		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Independence

| 70 | 90 | 100 | 110 | 130 |

Independence self-directed; free from emotional dependency

122

Low Range   Mid Range   High Range
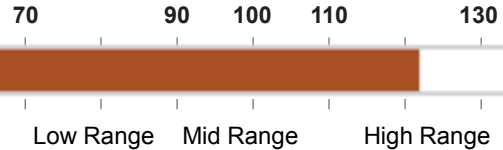
What You Said:

David, being independent means you are capable of feeling, thinking, and working on your own. Your results show that this is a well-developed skill, as you are more than willing and capable of pursuing your own ideas and course of action. You are more likely than most to be decisive, directive, and accountable for the responsibility associated with making decisions. Consider the following interpretation of your results:

- you are comfortable making decisions on your own.
- you can work without direction or reassurance from others.
- you accept responsibility for your decisions knowing that at times people will disagree with you.
- at times you may be overly independent, overlooking the importance of working with others by seeking their feedback before you make a decision on your own.

Emotional Implications on the Job

Emotional Implications. Your tendency to act and think on your own positions you to showcase your strengths in other areas of EI. Your strong Independence result also means that your emotions are freely expressed; you don't need reassurance or a group consensus to say what you feel. Remember that it is okay to reach out for help when you need it; always working alone can make you appear arrogant and alienating.

Strategies for Action

Independence Check. Not every situation requires you to act autonomously, although it may be your preferred approach to accomplishing your goals. Here are three questions you should ask yourself before making a decision independently:

- Am I missing subject matter expertise to make an informed decision?
- Am I hurting collaborative relationships by making this decision on my own?
- Does my decision have implications for those I work with? Would their input help me predict these implications?

Securing Buy-In. Effective, independent professionals don't march off in their own direction hoping that others follow; they balance self-directed thought with the ability to secure buy-in and support from key relationships.

- Examine past decisions that were not well supported by your colleagues. What did your decision-making process look like? Where might securing buy-in have broken down?
- Brainstorm ways that you can involve others in your decision-making process. The ultimate decision or plan may rest with you, but it will be easier to gain support when others feel empowered throughout the decision-making process.

Balancing Your EI

This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Independence(122) ⊘ Problem Solving(104)

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.

MHS

Independence

| 70 | 90 | 100 | 110 | 130 |

Independence self-directed; free from emotional dependency

MFDR

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:
You and your rater groups 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. 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 raters agree with this?*

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

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Interpersonal Relationships

Interpersonal Relationships mutually satisfying relationships	106

70   90   100   110   130

Low Range   Mid Range   High Range
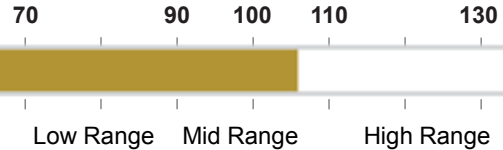
What You Said:

David, this subscale is about developing and maintaining mutually satisfying relationships and your result suggests that generally you handle most social interactions well and with confidence. Being a contributing member of a team is something you value and you usually work toward creating relationships that support mutual goals. However, when relationships require maintenance, you may avoid putting in the required effort, preferring to work on your own instead. Some characteristics of your result are:

- you generally seek out new relationships, yet continue to take care of the ones you have.
- you understand how others can help you, as well as how you can help them.
- in unfamiliar or uncomfortable situations, you may be more hesitant to socialize.

Emotional Implications on the Job

Emotional Implications. While you value the relationships you have, continue to build your relationships by connecting with diverse individuals (e.g., people with different jobs, and levels of seniority). If you only forge relationships with people you are comfortable with, you may not receive balanced support, especially if your closest colleagues are similar to you and will likely not offer a differing point of view.

Strategies for Action

Step Outside Your Comfort Zone. Building resilient and trusting relationships with all types of people, whether you "like" them or not, is crucial to your success.

- Identify someone (colleague, manager, or customer) whose relationship with you is ineffective. Pick someone with whom if you had a stronger relationship you would be better able to reach your objectives.
- What have you done to earn this person's trust and his/her willingness to help you? Leverage your empathy to see things from his/her perspective. List what you think this person needs from you.
- Meet with this person to confirm your perspective. Emphasize the importance of understanding mutual needs and arrive at an action plan to support one another.

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

- Do you know what kind of recognition your coworkers prefer? Not everyone likes "Happy Birthday" sung at their desk or a reward given in front of their peers.
- Leverage empathy skills to determine what type of recognition motivates and is appreciated by each of your coworkers.

Balancing Your EI

This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Interpersonal Relationships(106) Independence(122)

Your Interpersonal Relationships result is lower than your Independence result. This relationship is a balance of doing things on your own and working with others. Recognize that there are situations where collaboration can be advantageous, but avoid disturbing others with tasks that are easily completed without assistance.

MHS

Interpersonal Relationships

Interpersonal Relationships	mutually satisfying relationships

70	90	100	110	130

DRMP

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest 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	4	4.67	3.67		
Enjoys talking	4	4	4	4		
Easy to approach	4	5	4.67	4.33		
Easy to confide in	4	4	4	3.67		
Fun to be with	4	4	4.67	4.33		
Team player	4	4	4.67	4.33		
Is sociable	4	5	4.67	4.33		
Has good relationships	5	4	4	4		

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

MHS

Empathy

| | 70 | 90 | 100 | 110 | 130 |

| **Empathy** understanding, appreciating how others feel | 99 |

Low Range   Mid Range   High Range
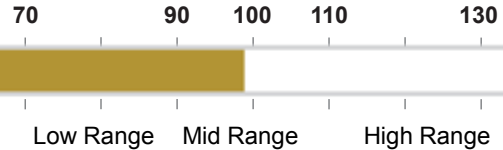
What You Said:

Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial EI skill at the heart of all effective work relationships. David, your result indicates that you are generally an empathic person who is able to grasp what another is feeling, even if it is much different from what you feel. Your empathic nature makes you an approachable and open team member with whom coworkers feel 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 others as much as you do your own.
- under times of stress or moments of defensiveness, your empathy is challenged since there is a tendency to focus on oneself when under duress.

Emotional Implications on the Job

Emotional Implications. Your result in Empathy provides a solid foundation for all other interpersonal skill areas. You draw on your ability to respect others so that your interactions with others appear sincere. Still, certain emotions may cause your normally empathic demeanor to crack. Anger, for example, can create problems for some people, causing them to become critical instead of caring and respectful.

Strategies for Action

Be Prepared. Prior to your next meeting, prepare by:
- Listing all attendees and what needs and expectations each brings 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 to further understand your colleagues' needs during the meeting. You may not be able to resolve conflicting needs, but these engaging questions will help show your interest and compassion for others' situations and needs.

Connecting on a Personal Level. If you know colleagues on a personal level you will better understand what impacts their emotions and be in a better position to see situations from their perspective.
- With some of your lesser known colleagues, take the time to connect with them on topics outside of their field of work (e.g., children, sports, current events, traveling).
- With the next situation that calls for empathy on your part, draw upon this background information to show your sensitivity to their needs (e.g., "You must really be feeling stressed with two sick kids at home and I know your wife is away at that conference. How can I help?").

Balancing Your EI

This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Empathy(99) ◁ Emotional Expression(119)

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.

MHS

Empathy

EQ 360

	70	90	100	110	130

Empathy understanding, appreciating how others feel

S DR M

Low Range   Mid Range   High Range

What Your Raters Said:

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.

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:

Your Manager(s) may perceive you to be more empathic than you see yourself. This gap suggests you are perceived to be more respectful, appreciative, sensitive, and caring than you feel you are. Reflect on whether your ability to empathize is more apparent to your Manager(s) than to yourself. Or, perhaps you believe you have much more compassion and understanding to give, but your current relationships are not established enough for you to be as empathic as you wish to be. Remember, differing perspectives on your level of empathy can create mixed messages in your relationships. Learning to recognize the behaviors and sayings that are perceived as empathic will help you to present yourself consistently with diverse groups of people. *Why do you think you are seen as more empathic by your Manager(s), compared to your self rating? What are the consequences of this discrepancy?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:

David, you agree with your Direct Reports that you are generally appreciative, understanding and compassionate of others' feelings. Although your Direct Reports 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 senstive 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 Direct Reports 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	3	3	4	3.33		
Is empathic	4	4	4.33	3.67		
Understands the way others feel	4	4	4	3.67		
Avoids hurting others' feelings	2	4	1.67	2		
In touch with others' emotions	4	4	4	4		
Relates to others' emotions	4	4	4.33	4		
Respects others' feelings	5	4	4.33	4.67		
Sensitive to others' feelings	4	5	4	4.33		
Cares about others' feelings	4	4	4	4		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Social Responsibility

| Social Responsibility | social consciousness; helpful | **124** |

70   90   100   110   130

Low Range   Mid Range   High Range

What You Said:

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups. David, your result suggests that you are highly altruistic in your efforts, taking most, if not all, opportunities to help others. Your concern for societal issues is demonstrated through the selfless contributions you make, both at work and in your community. Based on your result, you:

- consistently demonstrate your social conscience and are compelled to help others.
- are seen as a "Good Samaritan" who helps out without expecting anything in return.
- gain fulfillment from a variety of sources, including those activities outside of work.

Emotional Implications on the Job

Emotional Implications. You are able to keep your emotions in perspective, having observed firsthand the difficulties others are facing. Also, because you contribute to a wide variety of activities, your emotions are not tied to one source. For example, if you have a setback in one area (e.g., loss of a key client account), you can look to another area for relief (e.g., coaching basketball).

Strategies for Action

The Best Intentions. Check in with yourself to ensure that you are not avoiding your current emotional state by focusing solely on helping others.
- Ask someone close to you (e.g., family or close friends) to describe what your intentions to help look like from their perspective. Others may be able to see the real motives behind even the best intentions.
- If you are overly involved to the point that your personal well-being is neglected or you are placing unrealistic expectations on your friends, family or work peers for their social or corporate involvement, it may be time to reflect on your motives behind your desire to help others.

Inspiring Initiative. Inspiring others to be socially responsible can create an overall feeling of meaning and charity in the lives of others while fueling your passion for contributing towards the greater good.
- Leverage your passion for causes you care about by reaching out to your friends and family for help.
- Brainstorm several activities that you, family and friends can engage in to help at least one of these causes.
- Identify a plan, specific roles for each person and a timeframe for these activities.

Balancing Your EI

This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Social Responsibility(124) ⊘ Empathy(99)

Your Social Responsibility is higher than your Empathy. These components work best together when you put yourself in the other person's shoes to understand what is truly needed from their perspective. It is best to listen to the needs and concerns of others before choosing the best way to help them or work with them.

MHS

Social Responsibility

70	90	100	110	130

Social Responsibility   social consciousness; helpful

M DR S

Low Range   Mid Range   High Range

What Your Raters Said:

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.

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:
Your Manager(s) may see you as less socially responsible than you believe yourself to be. This difference in perspective may be the result of your Manager(s) not being privy to all you do, not seeing your care and passion being translated into action, or not sensing authenticity in your efforts to contribute and cooperate. Reflect on your interactions with your Manager(s) and determine whether there have been events where you put your own interests or welfare ahead of others. Sometimes, even if we have the best of intentions, others may feel that we didn't contribute or help out to our fullest potential. If this is the case, seek feedback to determine ways in which you can demonstrate more teamwork and dependability to your Manager(s). *What are the implications of this rater group not seeing you as socially responsible as you believe you are?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:
You and your Direct Reports agree that you frequently show concern for the welfare of others and participate as a cooperative and constructive member of your organization and community. It is not uncommon to see someone with this level of social responsibility involved in a variety of social and leadership pursuits, which can be inspirational and motivating to your colleagues. Helping others also has benefits for you, David, such as positive emotions, improved relationships and greater confidence in managing change. Take care that when helping others, you do not take on the responsibilities of others at the expense of your own priorities. *How can you apply your social responsibility skills to less established relationships?*

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

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Problem Solving

| 70 | 90 | 100 | 110 | 130 |

Problem Solving   find solutions when emotions are involved   104

Low Range   Mid Range   High Range
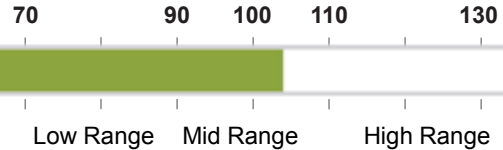
What You Said:

Problem Solving is not about the quality of your solutions, but rather at how effectively you use your emotions in the process of solving a problem. David, your result in problem solving speaks of someone who can use their emotions effectively to focus on the problem at hand. In most situations you keep a clear head on the pertinent issues, without becoming frustrated by too much information or too many options. Your result indicates:

- that you take in enough information to make informed conclusions, but not so many details that you are overwhelmed.
- you confront problems head on, rather than avoiding them.
- there are still certain types of problems where your emotions get in the way of reaching a conclusion.

Emotional Implications on the Job

Emotional Implications. The emotional implication for your result is that while most of the time you tackle decisions head on, there are likely some situations where you tend to avoid making a decision. It is important to be consistently decisive whether dealing with interpersonal conflict or performance-management issues. Decisions regarding interpersonal issues shouldn't be avoided due to their uncomfortable nature, for they can be just as toxic as technical problems.

Strategies for Action

Watch Your Limit! Our brains typically handle seven chunks of information, whether we are memorizing or deciding between many options; seven seems to be the maximum amount of information we can effectively manage.

- The next time you are stuck in solving a problem, ensure you are dealing with no more than seven pieces of information (or deciding among fewer than seven choices). Too much information paralyzes you, while too little leaves you uninformed.
- Also, if your decision is stressful, your mental and emotional resources will be even fewer, so you may want to limit yourself to three options.

Decision Deadlines. For complex issues, including interpersonal conflicts, set a deadline by which the problem must be resolved. This deadline will help you stick to an efficient process for problem-solving where you are less likely to put off dealing with a tough decision.

- Generate multiple alternatives for a problem and evaluate them on the basis of impact, costs, resources and timing.
- Set a deadline for when you will select the best single solution. Treat this like any other important deliverable and have a colleague follow up with you to ensure you've met your deadline.

Balancing Your EI

This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Problem Solving(104) ⊚ Flexibility(115)

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

MHS

Problem Solving

| 70 | 90 | 100 | 110 | 130 |

Problem Solving   find solutions when emotions are involved

S — **DR** **M**

Low Range   Mid Range   High Range

What Your Raters Said:

There is variability in how your rater groups rated your Problem Solving--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.

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:
Rating yourself lower than your Manager(s) 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 Manager(s), 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 Manager(s)?*

Closest Agreement

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:
You and your Direct Reports agree that you have an established sense of how to best use emotions when faced with a problem to solve. David, you have room to strengthen your problem solving skills. Determine whether your problem solving process looks different depending on the situation, the emotions and the people involved. Watch for inconsistencies in how your rater groups view your problem-solving capabilities, or you may find yourself in situations where you are overlooked, or relied upon too much, in your team's problem solving process. *Can you think of any situations where your emotions derailed your problem solving process? Which emotions help you to focus on the problem at hand? Is there a way to sustain these emotions?*

| This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Can't decide what to do when upset	2	1	1.33	1.67		
Worries about a problem rather than solving it	2	1	1.33	1.67		
Avoids dealing with problems	2	1	1	1		
Has difficulty deciding on the best solution	2	1	1.67	1.67		
Gets stuck when solving problems	3	1	1.33	2		
Gets overwhelmed when making decisions	1	1	1.33	1.33		
Gets frustrated and gives up	1	2	1.67	1.67		
Emotions get in the way of decisions	2	2	2.33	1.67		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Reality Testing

| | | 70 | 90 | 100 | 110 | 130 |

| **Reality Testing** objective; see things as they really are | 111 |

Low Range   Mid Range   High Range
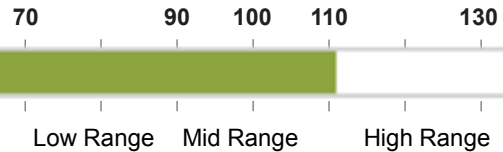
What You Said:

Reality Testing—"being grounded" or "tuned into the situation"—means seeing things for what they really are. In business, this includes accurately sizing up the environment, resources, and future trends in order to set realistic plans/goals. David, your results indicate that you have the ability to remain objective. By keeping your personal biases at bay, you likely make trusted and sensible decisions that others can buy into. Your result suggests:

- you are very unlikely to misinterpret critical information or allow emotions to color reality.
- you are keenly aware of your own strengths and weaknesses.
- you are attuned to your immediate environment and attentive to the task at hand.

Emotional Implications on the Job

Emotional Implications. Your ability to see most situations objectively may lead you to make very black and white conclusions: something is right or it is wrong, there are no shades of grey. Your emotions can also appear black and white: either you are angry or you aren't. For example, when an event triggers a slight emotion in others, you may remain emotionally neutral as you believe emotions cloud your assessment of the event.

Strategies for Action

Gut Checks. Emotions provide us with information about an event. If you ignore them completely, you are missing out on crucial data that objective analysis cannot provide.

- Try a few "gut checks" throughout your day. Reflect on how you felt about a discussion, calling a customer, making a decision, etc.
- Gut checks are particularly important for large decisions or meetings where you usually allow objective data (e.g., a 10 to 4 vote in favor of pulling the project) to take precedence over what your emotions tell you (e.g., Karen was furious that her project was cut).

Put your Realism to Work. You are likely to notice when personal bias is affecting your performance or your team's performance.

- Leverage this strength by using objective processes to facilitate the group's productivity (e.g., SWOT analysis, strategic-planning techniques) when you notice progress becoming sidetracked by personal agendas or unrealistic views of the situation.
- Research some facilitation or meeting management techniques to create a more productive mindset for your team, where the focus is not on exploring personal speculations, but rather on accomplishing realistic objectives in each meeting.

Balancing Your EI

This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Reality Testing(111) ◁ Self-Regard(126)

Your Reality Testing is lower than your Self-Regard. When these two areas are working in harmony, your self-evaluation is based on objective information. It comes from having clear goals, and basing your self-assessment on the attainment of those goals. The best practical outcomes often come from utilizing strengths. Weaknesses can be recognized and improved upon by paying attention to feedback, and by analyzing the causes when something goes wrong.

MHS

EQ 360

Reality Testing

Reality Testing   objective; see things as they really are

70	90	100	110	130

DRP

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:
You are in agreement with all your rater groups that Reality Testing is a well-established skill for you, and that on a frequent basis you remain grounded, objective, and realistic. Consistently across interactions, you are seen as accurately sizing up situations and creating plans and goals that are considered achievable. Your raters agree that even when strong emotions and biases enter the picture, you are able to stay focused on the task at hand without over- or under-reacting. You may want to consider whether at times you might be too objective, especially in situations where visionary thinking and stretch goals call for passion and zeal. *What are the benefits of having such high alignment in how others see your Reality Testing?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Sees situations as they really are	2	3	3.67	3.33		
Makes realistic plans to achieve goals	5	4	4.33	4		
Recognizes own biases	5	5	4.33	4		
Has good sense of strengths and weaknesses	4	4	4.67	4.33		
Knows when to be objective	4	4	4	4		
Knows when emotions affect objectivity	4	4	4	4		
Even when upset, aware of what's happening to self	4	4	4	4		
Has a good sense of what is going on	5	5	4	4		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

EQ 360

Impulse Control

| Impulse Control | resist or delay impulse to act | 91 |

70 90 100 110 130

Low Range   Mid Range   High Range

What You Said:

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting. David, your result shows someone who is generally able to resist or delay impulses to act. Your stable nature helps to put people at ease; coworkers will feel that they can predict your behavior and will open communication channels with you. Your result may indicate a tendency to:

- be deliberate and apt to survey a situation before responding.
- control your emotions and impulses to act.
- be considerate of sharing "airspace", ensuring everyone has a chance to speak.
- be somewhat impulsive under times of stress or pressure.

Emotional Implications on the Job

Emotional Implications. Your emotions are usually expected visitors: you experience them, learn from them, and then take action based on this emotional knowledge. This deliberate experience of emotions prevents you from acting erratically when an emotion presents itself.

Strategies for Action

Impulse Inventory. There is still room for you to grow your understanding of what types of situations cause you to be impulsive.

- Conduct an inventory of what makes you impatient or impulsive. Think of the last couple of weeks of work—what reactions did you have that you wish you could take back?
- Write a list of what triggered these regrettable moments (e.g., stress, being caught off guard, team conflict). Being aware of specific triggers will help you plan to avoid them or practice your emotional response before they happen.

Learning from Regret. Rewriting a situation where you acted impulsively can help you see the positive effects of deliberate, contemplative action.

- For a situation or decision where you acted rashly, try to identify the emotion you were experiencing at the time. Was it frustration, anger, hopelessness?
- If you could rewrite the situation, what would you have done differently? How could you have exercised more control?
- Use this example of how you wished you had behaved as a goal. Try to demonstrate this behavior in the next two weeks, and make note of any positive effects your more controlled behavior had on yourself and those around you.

Balancing Your EI

This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Impulse Control(91) ◁ Assertiveness(129)

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.

MHS

Impulse Control

EQ360

Impulse Control   resist or delay impulse to act

70	90	100	110	130

DR P S

Low Range   Mid Range   High Range

What Your Raters Said:

There is variability in how your rater groups rated your Impulse Control--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.

Biggest Gap

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

YOUR DIRECT REPORTS

How your DIRECT REPORTS rated you:
You see yourself as more in control of your impulses than is perceived by your Direct Reports. Your interactions with your Direct Reports may appear to be more spontaneous or hasty than you intended them to be. One explanation for this discrepancy is that although you might believe you are being deliberate and analytical, you may not convey to your Direct Reports the thought process underlying your actions and decisions. As a result, these actions and decisions could be seen as hasty. *What are some ways that you can demonstrate your impulse control to your Direct Reports? Has there ever been a time when you acted impulsively and later regretted your behavior?*

Closest Agreement

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

YOUR PEERS

How your PEERS rated you:
You and your Peers agree that you tend to be more spontaneous and impulsive than most people, possibly acting first and thinking later. David, your ability to stay the course allows others to have confidence in you and commitment to your direction. Strive for a consistent experience of your impulse control; being able to control impulses more consistently, particularly in times of stress, may further improve your relationships. *In which situations is it hard for you to resist your impulses to act? How does this affect your ability to make effective decisions?*

| This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Makes rash decisions	2	4	1.33	3		
Interrupts others	4	4	4.33	4.67		
Impulsivity creates problems	3	3	4	3.67		
Is impulsive	3	3	3.33	3.33		
Finds it hard to stop talking	3	3	3	3.33		
Reacts hastily	2	3	3	3		
Difficult to control impulses	2	2	2	2.33		
Finds it difficult to resist temptation	2	3	3.33	2.67		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Flexibility

	70	90	100	110	130

Flexibility adapting emotions, thoughts and behaviors   115

Low Range   Mid Range   High Range
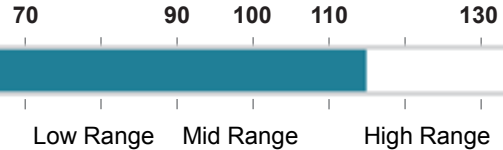
What You Said:

Flexibility requires that you be able to modify your thoughts, emotions, and behaviors in response to change. David, your results speak of a well-developed ability to adjust yourself to changing conditions and priorities. At work, you likely see change as necessary for innovation and staying ahead of the competition. You can easily assume a change leadership role, where you can encourage others to be as open to change as you are. Some indicators of your result are:

- you are more inclined than most to enjoy change.
- you are able to change your mind when evidence suggests that you do so.
- you have a compliant attitude to working with others, even when opinions differ.

Emotional Implications on the Job

Emotional Implications. Adapting comes easily to you, whether it be an unexpected schedule change or a new strategy for your team. This flexible approach means you may find it difficult to become emotionally invested, as you tend to work with an understanding that ties will inevitably be broken. Be cautious that you don't appear to lack conviction or become so flexible that your efforts are scattered.

Strategies for Action

Change for Change's Sake. Flexibility can look like impulsiveness if it is not grounded in sufficient thought and valid evidence.

- "Changing for change's sake" can leave a lot of people (including customers) shaking their heads in confusion over the loss of their once effective status quo.
- When you find yourself changing your thoughts, emotions, priorities, or direction, stop and ensure that this change is grounded in reasonable evidence and is not simply due to boredom with the status quo. This is particularly important if you are high in Interpersonal Relationships, as you may have the tendency to adjust your actions on a whim to the new ideas that are brought forward by others.
- Communicate this rationale for change to those impacted.

Stay the Course. Your ability to remain flexible is likely to come in handy. However, in team environments, it is very important to make sure your colleagues are aware of any changes that you are thinking about and embracing. Not all people deal well with regular change. Make an effort to document your changes and reasons for the change. This will go a long way to instilling trust and gaining buy-in from your colleagues.

Balancing Your EI

This section compares Flexibility with Problem Solving, Independence, and Impulse Control. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Flexibility(115) ⊙ Impulse Control(91)

Your Flexibility is higher than your Impulse Control. To balance these components, avoid making changes without factoring in long-term considerations. Watch for others' reactions to the changes you bring about. If they aren't on board, it may be a sign that your changes are not well justified.

MHS

Flexibility

| Flexibility | adapting emotions, thoughts and behaviors |

70   90   100 110   130

S DR M

Low Range   Mid Range   High Range

What Your Raters Said:

There is variability in how your rater groups rated your Flexibility--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.

Biggest Gap

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

YOUR MANAGER

How your MANAGER rated you:
Compared to the rating of your Manager(s), 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?*

Closest Agreement

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

YOUR PEERS and DIRECT REPORTS

How your PEERS and DIRECT REPORTS rated you:
You agree with your Peers and Direct Reports that adapting to change comes easily to you, whether the change is an unexpected hiccup in your schedule, or a brand new strategy for your team. These individuals may see you rebounding quite quickly from setbacks, demonstrating a "take charge" attitude, and rallying others to support the change as much as you do. David, you may want to consider if you are more flexible or less flexible depending on the situation or the people involved. Being more flexible toward one group but not others can make you appear insincere and can erode trust on your team. *What are some examples of where your Peers and Direct Reports would have experienced your openness to change? How did it feel to be open to change? What benefits did you experience?*

This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Finds it difficult to change own opinion	1	2	1.67	1.33		
Does not like unfamiliar situations	1	1	1.33	1.67		
Hard to change own ways	1	1	1	1		
Has difficulty compromising	2	1	1.33	1.67		
Uneasy with last-minute changes	1	1	1.67	1.67		
Finds it hard to make changes	2	1	1.33	1.33		
Needs things to be predictable	4	1	1.67	1.33		
Uneasy with change	3	1	1.33	1.33		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

☷ **MHS**

Stress Tolerance

| Stress Tolerance coping with stressful situations | 106 |

What You Said:

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure. David, your result indicates that you are armed to withstand stress with a repertoire of effective coping strategies. You are able to manage your emotions, remain composed, and maintain your performance, even when times get rough. Although you may not handle all stressful conditions well, you have the underlying belief that you can control your reaction to stress. Some characteristics of your result are:

- you can maintain a level of work performance even under mounting pressure or competition.
- you actively cope with stress without letting your emotions take over.
- weaknesses in other areas of EI may be more apparent during times of stress.

Emotional Implications on the Job

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

Strategies for Action

Building your Coping Strategies Bank. There are several effective behavioral strategies that can help you better cope with daily stressors and improve your overall stress tolerance. Some of these strategies are so discreet you can use them in the office to address stress as soon as it starts:

- deep breathing, belly breathing, visualization exercises
- progressive muscle relaxation, accupressure
- yoga, tai chi, meditation

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

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

Balancing Your EI

This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. Achieving balance between these subscales can enhance emotional functioning.

Stress Tolerance(106)

Your Stress Tolerance is well balanced with these three related subscales. To maintain this balance with these subscales, watch for significant growth in one subscale over others and consider ways that you can develop the subscales in tandem. Discuss with your coach whether comparing Stress Tolerance with other subscales may lead to further EI development and enhanced emotional and social functioning.

MHS

Stress Tolerance

Stress Tolerance coping with stressful situations

70		90	100	110		130

SDR

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:
You and your rater groups are in agreement that you have established a set of coping strategies that allow you to deal with stress while maintaining an effective level of functioning. You and your raters would likely agree that there is room to improve your ability to tolerate stress, selecting from a wider range of coping mechanisms to maintain your calm and focused demeanor. Stress tolerant individuals are able to tackle and take control of problems as if they have an arsenal of coping strategies at their disposal. *What strategies do you use to cope with stress? How apparent are these strategies to each of your rater groups?*

| This person...	Self	Manager	Peers	Direct Reports	Family/ Friends	Others
Keeps calm	4	3	4.33	3.33		
Can't think clearly when under stress	3	2	1.33	1.67		
Thrives when challenged	5	5	4	4.33		
Handles stress well	4	4	4	4		
Performs well under pressure	4	5	4	4		
Copes well	4	4	4	4.33		
Handles upsetting problems	4	4	4.33	4		
Does not react well to stress	2	2	1.33	1.67		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

Optimism

	70	90	100	110	130

Optimism   positive attitude and outlook on life

115

Low Range   Mid Range   High Range
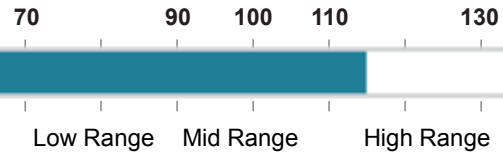
What You Said:

Optimism, the ability to remain positive despite setbacks, often differentiates between "star performers" and others in the workplace. It permeates almost every application of EI, from helping you persevere, to enabling you to view change as a good thing. David, your result shows someone who is extensively optimistic and almost always sees the world in a positive light. Some characteristics of your result are:

- you approach the world with a "glass half-full" attitude.
- you believe in yourself and others and rarely give up prematurely.
- you inspire those you work with to overcome challenges.

Emotional Implications on the Job

Emotional Implications. People who are strong optimists tend to focus on positive emotions, which promotes happiness in oneself and those around you. Remember, however, that there are times when negative emotions such as fear, anger, and disgust must be acknowledged, as a stepping stone to positive outcomes.

Strategies for Action

Grounded Optimism. Ideally, optimism is rooted in rational thought and logic. To check that this is the case for you, try:

- asking for feedback on the goals you have set.
- looking for past cases where what you are proposing was achieved.
- seeking buy-in from others. Watch for signs of hesitation or questions about the feasibility of what you are asking.

By incorporating some of these checks into your daily routine, you can confirm whether your goals will bring others along with you or leave them behind in the dust.

Keep it Real. Your high optimism can be a great strength; however, it is important that you remain realistic about the challenges you are willing to undertake. Stretch goals are important, but make sure they are within your capacity. Prior to undertaking new challenges, take time to evaluate all elements of the task and identify whether or not you have the emotional, social, financial, and technical resources to meet the challenge. If not, is help available?

Balancing Your EI

This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. Achieving balance between these subscales can enhance emotional functioning. The largest difference is shown below.

Optimism(115) ◀ Self-Regard(126)

Your Optimism is lower than your Self-Regard. To balance these components, take time to reflect on past accomplishments while setting appropriate goals for personal achievement, thus creating a strong outlook for the future.

MHS

EQ 360

Optimism

70	90	100	110	130

Optimism   positive attitude and outlook on life

M DR

Low Range   Mid Range   High Range

What Your Raters Said:

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

Closest 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	4	4	4.33	4.67		
Is optimistic	5	4	4.67	4.67		
Expects the worst	1	1	1.33	1		
Hopeful for the future	4	4	4.33	4		
Sees the best in people	4	4	4	4.33		
Has good thoughts about the future	5	4	4.67	5		
Expects things to turn out all right	4	4	4.67	4.67		
Has a positive outlook	5	4	4.33	4.67		

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

MHS

EQ 360

Well-Being Indicator

| Happiness | satisfied with life; content | 114 |

| | 70 | 90 | 100 | 110 | 130 |

Low Range | Mid Range | High Range

How to Use this Page

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

Your Happiness result is shown below, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

Happiness

David, 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. Your happiness is seen and experienced as infectious. Happiness is most often associated with the subscales shown below. Because you have no low scores on any of these subscales you likely experience a certain balance between your well-being and optimism, self-confidence, personal relationships and fulfillment of goals. Gains in one area likely contribute to gains in another—quite a reciprocal set of relationships! Your result indicates that you may:

- exude cheerfulness at both work and play while participating in activities you truly enjoy.
- be seen by coworkers as motivating and resilient in the face of obstacles.

Self-Regard (126)

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.

- If you could improve one facet of your life, what would it be? Why?
- Aside from material things, what is it about you that makes you truly happy?

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.

- What thoughts help you remain optimistic during more difficult times?
- Are there any situations where you feel less optimistic? If so, how can you improve or deal better with those situations?

Interpersonal Relationships (106)

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.

- What causes struggles in your relationships and what could make things better?
- What are the most desirable attributes of the people you spend time with?

Self-Actualization (113)

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.

- 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?

MHS

Well-Being Indicator

| 70 | 90 | 100 | 110 | 130 |

Happiness satisfied with life; content

DR1

Low Range Mid Range High Range

What Your Raters Said:

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

Closest Agreement

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

How your rater groups rated you:
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	1.33		
Is not happy with his/her life	1	1	1.33	1.33		
Is enthusiastic	4	4	4.33	4.67		
Is happy	5	5	4.33	4.33		
Is satisfied with his/her life	5	4	4.33	4.33		
Is excited about his/her life	4	5	4.67	4.67		
Looks forward to his/her day	4	4	4	4		
Is content	4	4	4	4		

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

This table contains abbreviated versions of the items your raters responded to. These items are copyright and are not intended for public disclosure. It is unlawful to copy this information without permission from MHS.

MHS

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.

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.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

Action Planner (example)

I commit to this action plan _____ .
(signature)

MHS

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 for reaching 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 _____

MHS

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.

Q: **What should this individual do less?**

M1: jump to conclusions

P1: talk less,
P2: be less independent
P3: be less impulsive, think things through more

DR1: interrupting others, making decisions without consulting others
DR2: less action, more reflection
DR3: expect others to be as optimistic as him, assume others are on board with his ideas

Q: **What should this individual do more?**

M1: continue to be flexible

P1: listen, ask for help, collaborate
P2: involve others, continue to be positive
P3: continue to be positive, and open

DR1: collaborate, check in to make sure everyone is at the same place as him
DR2: rely on others to help out; ask their opinion more
DR3: ask others thoughts, ideas,

MHS