



EQ-i^{2.0}
assess. predict. perform.

LEADERSHIP

REPORT

User ID: Low-Mid

Sample Report
Low-Mid Scores

February 7, 2022



LeedHR

 **MHS**

Introduction

Understanding Your Report

Welcome to a new way of examining your emotional intelligence (EI) skills! You will find this report has many unique features linking EI and leadership development. These features provide you with a snapshot of how your EI compares to that of other leaders and insight into your leadership strengths and potential areas for development. This report examines your results on the EQ-i 2.0 through four key dimensions of leadership:

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

These leadership dimensions were identified from research conducted on 220 leaders who took the same assessment you did (the EQ-i 2.0) and who also responded to a leadership assessment measuring performance across these four areas of leadership. These leaders held positions of mid-level management through to C-suite leadership roles and were from a variety of industries (e.g., healthcare, technology, financial services, and construction) across North America. The majority of leaders were working in large organizations (over 400 employees).

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

While this leadership sample is a valuable comparison group, it also helped organize the EQ-i 2.0 subscales (page 4) according to the four leadership dimensions to which they were most strongly connected. Particular subscales were associated with stronger performance in these four leadership areas (page 6).

Emotional Intelligence and Leadership

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

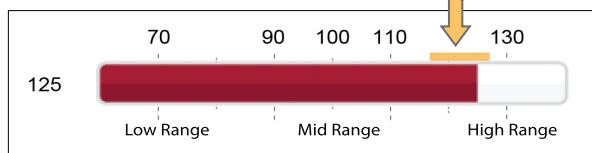
Getting the Most out of Your Report

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

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

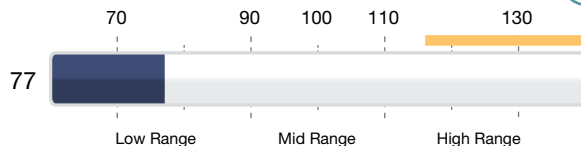
Leadership Bar

The gold bar positioned on the top of your graph is the Leadership Bar. This bar represents the range of scores of the top leaders (those whose EQ-i 2.0 scores were in the top 50% of the leader sample). Using this bar you can compare your results on the EQ-i 2.0 to those exceptional leaders who demonstrate high EI. If your score falls near the bottom of the leadership bar, then your EI skills need further development in order to be on par with top leaders. If your score falls near the top of the leadership bar, then your EI skills are as strong as those of top leaders.



Executive Summary

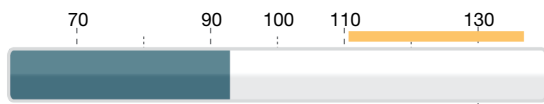
Total EI



Highest 3 Subscales

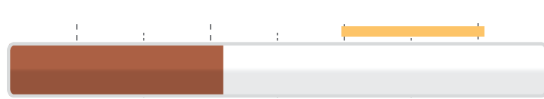
Compared to your other scores, these three subscales might be areas you could further leverage. The corresponding subscale pages may provide insight.

Flexibility (93)



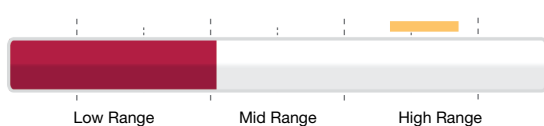
You sometimes adjust well to change and require the same from your team; however, further development here would be helpful. Your leadership needs to embrace and promote flexibility in order for innovation to flourish. Your result on this subscale falls below the leadership bar.

Emotional Expression (92)



You are a little less expressive than others when it comes to sharing your emotions. Becoming more expressive will allow you to be a more inspirational leader who is able to share a compelling vision. Your result on this subscale falls below the leadership bar.

Self-Actualization (91)

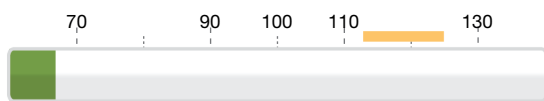


Your slightly lower Self-Actualization may mean there are times when you are not as focused on personal growth and achievement as you could be. Ensure you and your team are striving to the greatest of heights. Your result on this subscale falls below the leadership bar.

Lowest 3 Subscales

Compared to your other scores, these three subscales might be areas you could develop. The corresponding subscale pages will provide you with Strategies for Action.

Problem Solving (67)



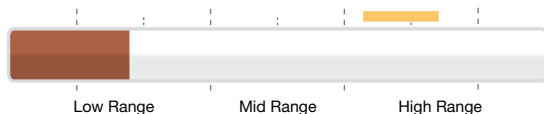
You often fall victim to your emotions and might feel overwhelmed when it comes to making decisions. Improve in this area to use emotions to your advantage when solving problems instead of falling victim to them. Your result on this subscale falls below the leadership bar.

Optimism (72)



You tend to see the negative aspects of ideas and situations. While there is always a time and place for the role of "devil's advocate," watch that your lower optimism doesn't dampen creativity and motivation in your team. Your result on this subscale falls below the leadership bar.

Independence (78)



You are likely more reliant than you should be on your team's reassurance and approval of your decisions. Improvement in this area will benefit you when objective and difficult decisions need to be made. Your result on this subscale falls below the leadership bar.

EQ-i 2.0 Model of Emotional Intelligence

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 one's own thoughts and actions and those of 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.

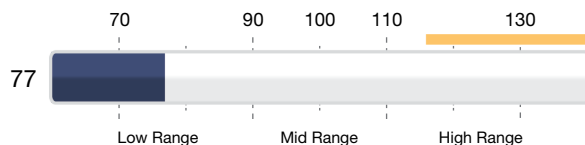
INTERPERSONAL

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.

Overview Total EI



Self-Perception Composite

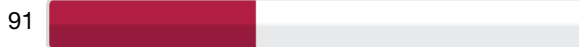
Self-Regard

Respecting oneself; Confidence



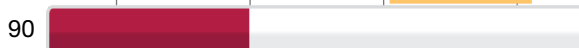
Self-Actualization

Pursuit of meaning; Self-improvement



Emotional Self-Awareness

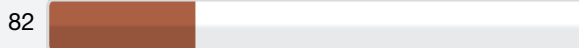
Understanding own emotions



Self-Expression Composite

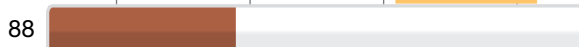
Emotional Expression

Constructive expression of emotions



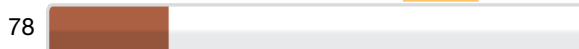
Assertiveness

Communicating feelings, beliefs; Non-offensive



Independence

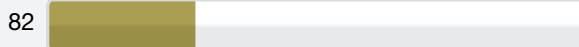
Self-directed; Free from emotional dependency



Interpersonal Composite

Interpersonal Relationships

Mutually satisfying relationships



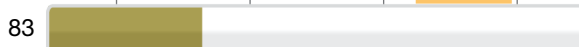
Empathy

Understanding, appreciating how others feel



Social Responsibility

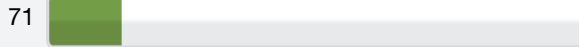
Social consciousness; Helpful



Decision Making Composite

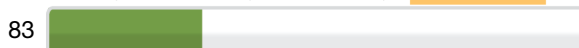
Problem Solving

Find solutions when emotions are involved



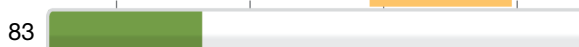
Reality Testing

Objective; See things as they really are



Impulse Control

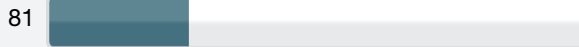
Resist or delay impulse to act



Stress Management Composite

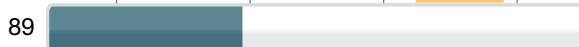
Flexibility

Adapting emotions, thoughts and behaviors



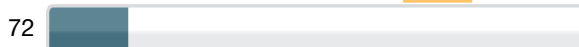
Stress Tolerance

Coping with stressful situations



Optimism

Positive attitude and outlook on life



70 90 100 110 130
Low Range Mid Range High Range

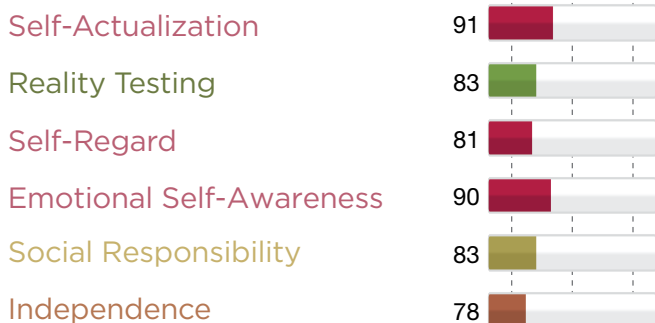
Leadership Potential

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

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

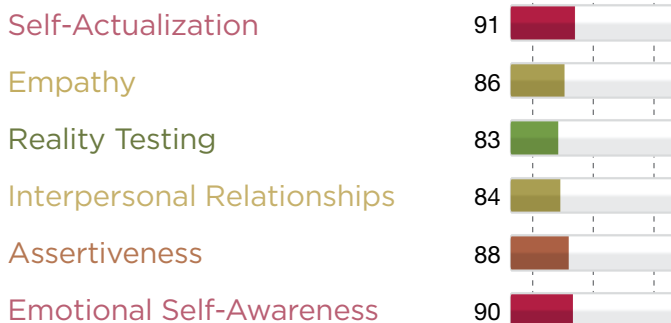
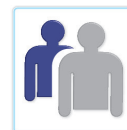
Authenticity

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



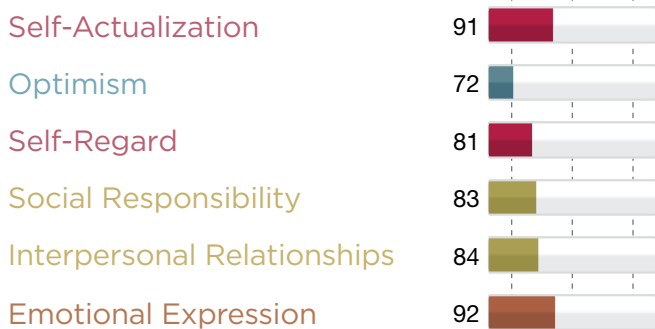
Coaching

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



Insight

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



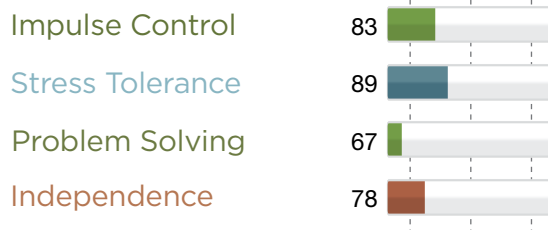
Innovation

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



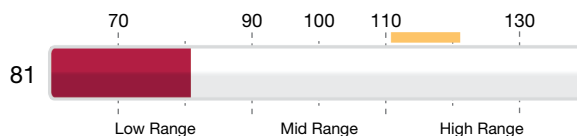
Leadership Derailers

You may be at a **very high risk of derailment** as you received low scores in the subscales shown on the right. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Your team may see you as being ineffective in certain situations and may not be fully satisfied under your leadership. Strengthening any of these subscales may help you reach your true leadership potential.



Self-Regard

Respecting oneself; confidence



What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Your result suggests that self-regard may be an area where you would benefit from improvement. Lower confidence in your capabilities may hinder your leadership potential by hampering growth and the influence you have over key organizational decisions. You may:

- Appear to be hard on yourself or unhappy with who you are.
- Exert less influence on important group decisions.
- Take a leadership stance that is easily swayed by the presence of others.
- Shy away from creating a high-performance culture.

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

Leadership Impact



Authenticity



Insight

Leadership Implications. The leadership implications of low self-regard extend further than many people realize. Low self-confidence may create self-doubt in your leadership capability and may impair decision making. Your ability to serve as a role model and to create a meaningful vision for colleagues may be compromised.

Organizational Implications. Your low feeling of self-worth may translate into a self-fulfilling prophecy; a feeling of being less competent leads to objectives not being adequately met. You may lack the necessary confidence to develop talent in the organization, which can impede productivity and progress. Your ability to promote change may be compromised by lower self-respect. If you don't respect yourself, others will be unlikely to follow you, particularly in times of change.

Strategies for Action

Focus on the Positive. Consider your strengths, accomplishments and achievements.

- Think about your past successes (e.g., effectively leading the organization through a merger). Try to recall the feelings associated with the event and visualize the outcome. Your thought process is closely aligned with your self-perception. Thinking about success enhances a healthy self-image.
- Try not to be too humble; give yourself permission to relish in your achievements and improve your self-talk.
- Do not dwell on failure. Failure is an opportunity to grow and learn from mistakes so that you and the organization can thrive.

Learn a New Skill. Leaders must be quick to adapt to industry changes. What better way to bolster your self-regard than to acquire a new skill to help adapt to these changes.

- Even the most revered and trusted leaders cannot be subject matter experts in every field. Pinpoint an area in which you can improve your knowledge (e.g., budgeting, product knowledge), and take a course to boost your understanding. This newfound wisdom will increase your sense of self-worth.
- Schedule the time to practice the new skill. Try tackling this new area of expertise with a colleague or friend to help you stay on track.

Balancing Your EI

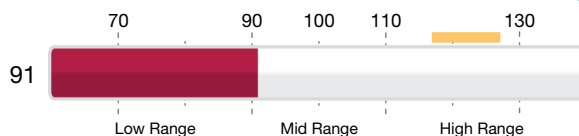
This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard(81) ➔ Problem Solving(67)

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

Self-Actualization

Pursuit of meaning; Self-improvement



What Your Score Means

Self-actualization is strongly related to overall work success and performance. It can be summed up in three words: pursuit of meaning. While this sounds quite philosophical, as a leader, it means finding purpose and enjoyment in your role and performing to your fullest potential. Your result suggests that you operate with a slightly lower sense of accomplishment and resolve than most leaders. Although you may believe that you can achieve more, your result may mean that:

- You would benefit from being more actively involved in business objectives.
- You try to achieve the goals you establish, although you might benefit from setting more challenging 'stretch goals.'
- For the most part, you believe you are fulfilling your potential.
- Occasionally, you help others reach their fullest potential, but you would benefit from making a more concerted effort in their development.

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

Leadership Impact



Authenticity



Coaching



Insight



Innovation

Leadership Implications. You are likely leading people with a moderate sense of mastery and accomplishment. You usually motivate your employees to achieve their potential, and you ignite their ingenuity and resolve to achieve personal and professional goals. You may benefit from striving even harder to be the best you can be so that your work and personal life are as meaningful as possible.

Organizational Implications. You are perceived as a person who is striving to learn, developing new skills and willing to grow in order to fully optimize your talents. If strengthened, this quest could permeate the entire organization, as employees may emulate your approach. This drive for self-fulfillment may stimulate higher productivity and greater employee satisfaction. Continue to work on achieving the zenith of your potential so that employees may learn from this style.

Strategies for Action

One Small Step. Transcribing your objectives is a great strategy to solidify your action plan as you work toward greater self-actualization.

- By writing your action plan on paper or sharing it with a colleague, you solidify your goals. Choose one small strategy for making your life more enriching and share this with a colleague or place it in your calendar. Or, is there a way you can get your whole team involved in adding more meaning to the workday? Research clearly demonstrates that the likelihood of successful goal attainment increases by the mere fact of simply writing down your goals.

Capitalize on Strengths. You are already aware of your passions, though at times you may not realize it.

- List tasks in which you excel (e.g., chairing meetings, producing comprehensive financial reports), and try to incorporate these activities throughout the workday. If you feel unsure of your areas of strength, pinpoint pursuits in which you receive many compliments, or ask your colleagues for feedback. These activities will reinvigorate your zeal for work and improve your productivity.

Balancing Your EI

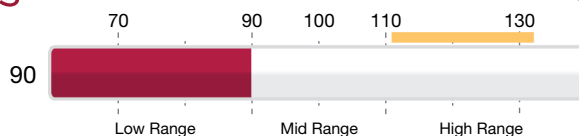
This section compares Self-Actualization with Self-Regard, Optimism, and Reality Testing. The subscale that differs the most from Self-Actualization is Optimism. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Actualization(91) > Optimism(72)

Your Self-Actualization result is higher than your Optimism result. These components can be better balanced by taking the time to recognize and celebrate successes. This approach is a good way to stay focused on positive results and become more optimistic toward future endeavors.

Emotional Self-Awareness

Understanding own emotions



What Your Score Means

If you have a solid understanding of what brings about your emotions, it is much easier to regulate your behavior and control the impact your emotions have on employees in the organization. Your result indicates that you are slightly less in touch with your emotions than most, and that you may have moments when managing emotions proves challenging for you. However, you do have a foundation of self-awareness, and small improvements here could make large improvements in your path towards leadership development. It is likely that you:

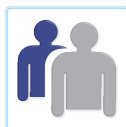
- Understand what triggers your emotions and how performance is impacted.
- Have the ability to channel your emotions into constructive action.
- Still have a few emotions that make you uneasy or are difficult for you to fully comprehend.

You scored below the leadership bar on Emotional Self-Awareness and could benefit from strengthening skills in this area.

Leadership Impact



Authenticity



Coaching

Leadership Implications. You are usually aware of your emotional triggers and reactions. For instance, knowing that competing priorities lead to stress and anxiety, you can help direct efforts to delegate work and secure additional resources. You have a realistic appraisal of your emotional reactions that helps you to monitor your emotional states; however, some emotions may remain undetected and “under the radar.”

Organizational Implications. You are generally attuned to your emotions, and this likely helps you handle most challenges in the organization. You can usually admit to mistakes without being unduly swayed by your emotions. This comfort discussing your emotions allows you to lead with authenticity and a candid approach that helps you gain credibility and buy-in with employees. You are generally able to manage tense and perhaps overwhelming situations, although there is room to improve on how you use and recognize the full spectrum of emotions.

Strategies for Action

Act the Way You Want to Feel. Acting or forcing yourself to embrace emotions can fool your body into experiencing emotions that run counter to your prevailing mood.

- By being aware of your emotions, you have the power to change your emotional reactions to situations. For instance, in a situation of intense pressure, force yourself to smile, or relax your posture and roll your shoulders. You will be surprised by the change in your emotional reaction.
- Choose three emotions (e.g., fear, anger, elation) and write down five techniques that you can subtly use to change your emotional reaction. The more strategies you have at your disposal, the more emotionally agile you will become.

Ask for Feedback. Solicit feedback from colleagues you trust and who know you well.

- These trusted associates can provide candid information about how your emotions impact them. Rather than navigating the office with an “emotional blindfold,” this knowledge will empower you to alter your emotions, allowing you to achieve the desired effect and help you to manage your mood more effectively.

Balancing Your EI

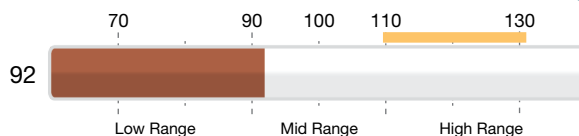
This section compares Emotional Self-Awareness with Reality Testing, Emotional Expression, and Stress Tolerance. Achieving balance between these subscales can enhance emotional functioning.

Emotional Self-Awareness(90)

Your Emotional Self-Awareness 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 Emotional Self-Awareness with other subscales may lead to further EI development and enhanced emotional and social functioning.

Emotional Expression

Constructive expression of emotions



What Your Score Means

Think of Emotional Expression as the action part of the emotional experience. Leaders who effectively express their emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others. Emotionally charged messages can also be used to engage and inspire others. Your result indicates that you bring your true feelings to the surface a little less often than most. You may only express certain emotions, while others elude you. Sharing your emotions with your team helps to build a culture of open communication and makes you a more personable leader. Consider the following, which may be characteristic of you:

- You are generally comfortable expressing certain emotions, although there are likely times when finding the right words or expressions may elude you.
- You have a basis for emotional expression, but could benefit from further exploring ways to use your emotions to engage those you lead.
- You may assume your team knows how you feel, so you appear guarded, and do not always put your emotions on display.

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

Leadership Impact



Insight

Leadership Implications. Expressing one's feelings verbally and nonverbally allows you to build authentic relationships that are beneficial to successful leadership. Although you have a solid foundation for expressing your emotions, you may at times come across as emotionally reserved, leaving your team hesitant to share information or approach you because your reactions, or lack thereof, are difficult to predict. It will be easier to engage followers if your expressions match what the situation demands of you.

Organizational Implications. Your result suggests that you generally express your emotions in a meaningful way and create a culture of open communication with your team and organization. It is especially important in difficult times to ensure that you stay connected with your team's reality. Furthermore, during times when you use strong emotions and captivating expressions, you are able to inspire your team to reach greater heights, and realize organizational and team goals. At other times, determine why you might choose to hold back expressing your emotions.

Strategies for Action

Expression Check-In. Identify a few instances from the past few weeks when you chose not to express your thoughts and feelings.

- What were your thoughts and emotions?
- Why did you choose not to share them?
- How would you and your team have benefitted had you expressed the emotions?
- Make a note to express your emotions at the next appropriate time.
- Over time, this process will become natural to you and enable you to express your thoughts and emotions before the moment passes.

Deal with the Difficult. As a leader, your Emotional Expression is constantly center stage. Therefore, it is critical that you are comfortable handling even the toughest situations.

- Assess the situation: What's the difficulty? How is the situation impacting your team?
- Reflect on your feelings: What do you feel about the situation? Assign "emotion words" to those feelings.
- Make your selection: What would your team appreciate hearing from you (don't assume they already know)?
- Delivery: Take your notes to the meeting as a reference and carry the conversation using the emotion words.

Balancing Your EI

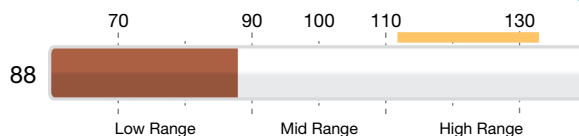
This section compares Emotional Expression with Interpersonal Relationships, Assertiveness, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

Emotional Expression(92)

Your Emotional Expression 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 Emotional Expression with other subscales may lead to further EI development and enhanced emotional and social functioning.

Assertiveness

Communicating feelings, beliefs; Non-offensive



What Your Score Means

Picture a line between the words *passive* and *aggressive*. At the middle point of this line lies assertiveness, a place where you work with your team by finding the right words at the right time to express your feelings and thoughts. You have a tendency to be more toward the passive side of this line, keeping opinions and thoughts to yourself, rather than sharing them openly with your team. The following characteristics may apply to you:

- You may be seen as a supportive leader, but at the expense of expressing your beliefs and making tough decisions to benefit your team in the long run.
- Since they don't often hear your opinions and thoughts, your team is likely missing out on strong and confident guidance.
- You might avoid difficult conversations that are an inevitable part of being a leader.
- You have a lot to contribute, but you fear pushback on your ideas.
- You work harder than most because you struggle to clearly articulate your needs to your team.

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

Leadership Impact



Coaching



Innovation

Leadership Implications. Your level of assertiveness suggests that your team may see you as a leader who shies away from voicing opinions and making decisions. In the constantly-changing nature of an organization, your team will appreciate hearing your thoughts, ideas, and opinions. Your team will look to you for direction and swift action, especially in situations where difficult decisions need to be made. Increasing your level of assertiveness will also help you to inspire your team and gain their buy-in for goal achievement and processes. A large part of leadership is championing for your team's work and well-being. Your low level of assertiveness can hold you back from clearing obstacles and winning resources for your team.

Organizational Implications. Your lower assertiveness score may prevent you from motivating your team to achieve individual and team goals, effectively dealing with inter- and intra-team conflict, and obtaining adequate resources needed for success. Increased levels of assertiveness will help you inspire and coach your team to reach their potential while pushing boundaries to address today's business challenges.

Strategies for Action

Communicate a Vision. This vision does not have to be large-scale. Take a look at the next task you will be leading your team through.

- Write down a description of what you believe the final output will look like and the steps required to get there.
- Make a checklist of the final features of the outcome, in very succinct, clear terms.
- When meeting with your team, have copies of these and discuss them. For each point, practice assertiveness by being firm and direct, with no questioning or second guessing what you believe success looks like.

Gaining Support. Prepare ahead of time when you need to secure resources for your team.

- Make a list of what you need and why. When you have the "why" determined, you will feel much more confident sticking to your guns in a battle over resources.
- Mark down your essentials (resources you cannot give up on).
- Use this list as a reference to guide you when meeting with other decision-makers in the company.

Balancing Your EI

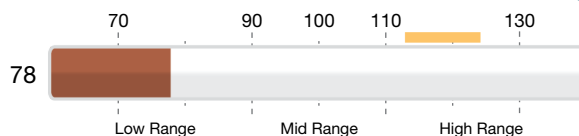
This section compares Assertiveness with Interpersonal Relationships, Emotional Self-Awareness, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

Assertiveness(88)

Your Assertiveness 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 Assertiveness with other subscales may lead to further EI development and enhanced emotional and social functioning.

Independence

Self-directed; Free from emotional dependency



What Your Score Means

Being independent means that you are capable of feeling, thinking, and working on your own, a critical skill that all great leaders have in common. Your results show that you are not regularly showcasing your independence; instead, you often look to others for advice, reassurance, and direction. As a leader, this approach can be particularly obvious when you need to make decisions. Although you do need to consult with your team and gain their buy-in, regularly passing on the role of primary decision maker can hurt the performance of your team and your reputation as a leader. Consider the following interpretation of your results:

- You prefer to receive guidance and direction from others on many decisions you make.
- Since you likely crave the approval of your team, you may not bring forth alternative opinions, which may mean the group is determining the course of action without your input.
- You may fear that the decisions you make for your team will prove to be a mistake, restraining risk taking.

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

Leadership Impact



Authenticity



Innovation

Leadership Implications. Your tendency to depend on others instead of operating autonomously means you may struggle to make quick, objective decisions — a critical skill for leaders. Your team is likely to find you open to their ideas and needs, and while on the surface this appears to be a great characteristic, you may do so at the expense of voicing your own thoughts and beliefs. Even though your team may not agree, sharing your personal and unbiased thoughts helps you be viewed as a leader and not as a follower.

Organizational Implications. In conversations or meetings, you may find yourself adopting the same emotions or opinions as others in the room, or easily conforming to others' decisions. When ideas are brought to the table, you may find yourself being more of a passive receiver than an active participant. As a leader, it is crucial to consider multiple ideas, explore each idea from a broad range of perspectives, and encourage your team to do the same.

Strategies for Action

Step Up. The next time you have to make a decision, follow these steps.

- Write down a list of people you can consult for advice.
- Write a list of pros and cons for and against the possible decisions.
- Reach out for advice: if you have any additional information for your list of pros and cons, integrate it now.
- For options you wish to dismiss, write the reasons why.
- Use the remaining pros and cons to make the final decision from the options.

Enhance Your Confidence. Holding on to convictions becomes difficult when we start doubting ourselves and the decisions we make. When you start second-guessing your decision:

- Rewrite the problem you are trying to solve, considering the people and areas affected by the decision.
- Check-in with trusted colleagues to ensure that you have not missed any information required for your decision.
- Review the list of pros and cons you used in your decision-making process.

These steps will keep you focused on the task and give you the confidence you need in your decision-making.

Balancing Your EI

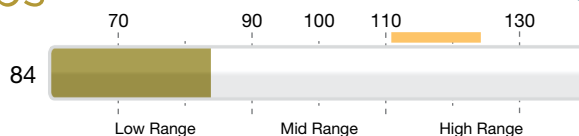
This section compares Independence with Problem Solving, Emotional Self-Awareness, and Interpersonal Relationships. The subscale that differs the most from Independence is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Independence(78) < Emotional Self-Awareness(90)

Your Independence is lower than your Emotional Self-Awareness. When these components work in harmony, your self-understanding drives feelings of self-confidence and enables independent behavior. As a result, your self-understanding and actions will not be unduly influenced by what others believe or think of you.

■ Interpersonal Relationships

Mutually satisfying relationships



■ What Your Score Means

Leadership cannot exist without strong relationships. Even if you have solid technical skills, your ability to form strong relationships in your team is also important, especially to help weather difficult times. Your lower score indicates that you may struggle with gaining buy-in, coaching, instilling trust, and garnering the resources that you need to reach team and organizational goals. The stronger your interpersonal skills, the better you'll be able to engage your team to reach common goals. You may:

- Genuinely like those you work with but have not focused on getting to know them on a deeper level (e.g., their talents and interests); knowing people only at a surface level holds you back from finding ways to motivate and inspire your team.
- Rely on your own devices to get the job done rather than asking for help or delegating appropriately.

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

■ Leadership Impact



Coaching



Insight

Leadership Implications. Your result in Interpersonal Relationships indicates that your leadership approach is likely process-oriented and not focused on building strong relationships. Keep in touch and stay connected with your team members' reality by coaching them to reach their fullest potential. A lack of rapport can keep your team from comfortably sharing valuable information and feedback that lead to better-informed decision-making. Mutually satisfying relationships can help you motivate and inspire your team, and gain the commitment needed to follow through on strategies.

Organizational Implications. When relationships are not as strong as they can be, you may struggle to play on the organizational stage. Your impact may be nominal because without loyal and trusted colleagues, you don't have the network needed to gain resources for your team. Maintaining mutually beneficial relationships can have immeasurable returns, both in terms of providing you with a supportive network to buffer the negative effects of stress, as well as to promote a positive team and corporate culture.

■ Strategies for Action

It's an Open Concept. How approachable are you? Do you have an open door policy, but nobody walks into your office? Leaders can sometimes lose sight of how their behavior can actually close their open door.

- Determining whether you are approachable requires a thorough examination of your leadership behaviors. For example, do you actively listen, or check your smartphone when someone is talking? Are you a good sport about tolerating workplace annoyances? Do you actively participate in company events, groups and parties?
- Brainstorm at least five other indicators of an approachable leader, and if you need help, ask a coach or a trusted colleague for their input.

Recognition Goes a Long Way. Remember to express recognition on a regular basis.

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

■ Balancing Your EI

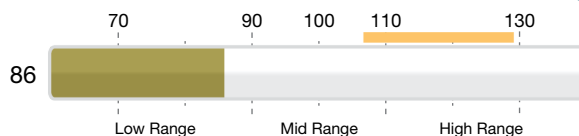
This section compares Interpersonal Relationships with Self-Actualization, Problem Solving, and Independence. The subscale that differs the most from Interpersonal Relationships is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional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

Interpersonal Relationships(84)  Problem Solving(67)

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

Empathy

Understanding, appreciating how others feel



What Your Score Means

As a leader, the ability to manage relationships is your medium for transforming your team and taking the organization to new heights. Empathy, the ability to recognize, understand, and appreciate the way others feel, is a crucial component in building these strong interpersonal relationships. Your result indicates that empathy might be difficult for you to display consistently, leading to instances where you don't take other perspectives into account. While you may prefer to remain slightly detached, this approach may be at the expense of showing that you care about people, leading to superficial relationships where it is difficult to coach or inspire. With a result such as yours, you may find:

- When you make decisions, you are more focused on facts than on how your team may feel or react.
- It is difficult to secure buy-in because you are unlikely to pay attention to people's emotions.
- You misread others' thoughts and emotions.
- It is difficult for you to articulate another perspective.

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

Leadership Impact



Coaching

Leadership Implications. Since you may have difficulty understanding how others feel, or tend to emphasize facts over feelings, you are at risk of damaging otherwise effective working relationships within, and beyond, your team. As a result, when it comes to resolving conflict, managing change, or making tough decisions, you run the risk of leaving your team and other colleagues feeling alienated and undervalued. Developed skills in Empathy can be especially useful for connecting with your team when trying to inspire and coach them towards innovative solutions.

Organizational Implications. Working to increase your level of empathy will benefit both you and your organization. Predicting others' reactions and emotional states and showing respect for others' feelings will help employees feel heard and understood, a core need for all human beings. Your current level of empathy sets you up for difficulties resolving conflict, gaining buy-in and commitment to achieve goals, managing large scale change and securing resources to support your team.

Strategies for Action

Active Listening. Active listening is about being able to repeat back, in your own words, what the speaker has said. Leaders who do this exude empathy and respect even if they do not agree with what the speaker is saying.

- In your next team or one-on-one meeting, listen more than you speak, even if you don't quite agree with the conversation.
- Record the amount of time you spent truly listening versus speaking or having an inner dialogue. Aim to shorten your speaking time at your next meeting.
- Remember that understanding and empathizing with someone is different from agreeing.

Reveal a Story. Sometimes as leaders we forget how much time and energy has gone into a particular decision, so that when we share it, we forget to divulge how and why a decision was reached.

- Pick an upcoming change that will be communicated to your team.
- Write down at least five pieces of background information about this change (e.g., why it is necessary, when it was first conceived, who has been involved).
- For each piece of information, connect an emotion, a concern or question that your team may have.
- Share this information in the form of a background story, and ask for your team's feedback on the change.

Balancing Your EI

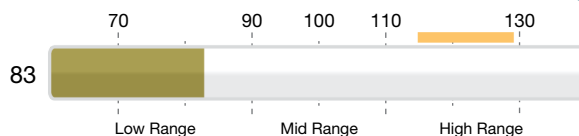
This section compares Empathy with Emotional Self-Awareness, Reality Testing, and Emotional Expression. Achieving balance between these subscales can enhance emotional functioning.

Empathy(86)

Your Empathy 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 Empathy with other subscales may lead to further EI development and enhanced emotional and social functioning.

Social Responsibility

Social consciousness; Helpful



What Your Score Means

Social responsibility calls for leaders to act in a moral and responsible manner, promote the greater good, and be a strong voice in their teams, organizations, and communities. Your result suggests that your leadership approach may be seen as self-involved rather than socially responsible. Leaders need to finely balance their time between fulfilling their own responsibilities and investing in the growth of their people; your result suggests you could spend more energy building strength in your team. You may gratify your own needs, giving the impression that you are more of an individual achiever than a team leader. Based on your result, you may:

- Have difficulty identifying with employees and promoting cooperation across teams.
- Entertain more individualist than collectivist views.
- See yourself as separate from most societal or organizational issues (e.g., global warming or employee engagement).

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

Leadership Impact



Authenticity



Insight

Leadership Implications. Your level of Social Responsibility allows your emotions to get the better of you in two ways. First, if you are not strongly compelled to take responsibility for your team or contribute to the community, you won't often see the value in coaching your team toward stretch goals and donating your time to the community. Instead, you may put your own interests ahead of your team's/society's goals. Second, if you don't often help your team and others in the organization, you won't know the challenges the other teams face, creating disconnects with other groups in the organization and inhibiting organizational success.

Organizational Implications. There are times when you could be more of a champion for your team/community and win the resources and support needed. At the same time, at an organizational level, it is important that you recognize the needs of other teams and leaders and help them achieve common goals. Losing sight of your organization's goals and broader vision may compromise your ability to effectively contribute to the greater good in your organization and in society at large.

Strategies for Action

Start Coaching. Being a successful leader is not a solo activity. Real success comes from helping your team members reach their potential. This, in turn, increases overall team potential; allowing you to guide your team to new heights and innovative outcomes.

- List your team members, their current tasks, and their strengths.
- Then list how you can help them with their tasks (e.g., do they need guidance to complete a task, an opportunity to incorporate a new method, additional resources).
- Meet with them and leverage your Empathy skills to understand their needs.
- Review your list to see how close you were to predicting their needs.
- Ensure that you provide the needs requested by your team as well as follow-through in terms of coaching them to complete their tasks.

Activate Your Roles. Make a list of all the active roles you assume (e.g., soccer coach, religious devotee, environmental advocate, blood donor).

- Look for areas where you have gaps in your active roles. For example, are you more socially responsible at work than you are in your community, or vice versa?
- Look for ways in which you can incorporate community support activities with your team/organization (e.g., working with a charitable organization for your next team-building event).

Balancing Your EI

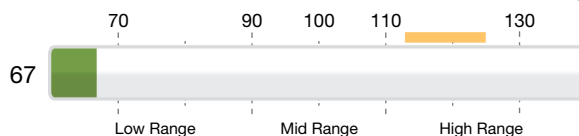
This section compares Social Responsibility with Self-Actualization, Interpersonal Relationships, and Empathy. Achieving balance between these subscales can enhance emotional functioning.

Social Responsibility(83)

Your Social Responsibility 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 Social Responsibility with other subscales may lead to further EI development and enhanced emotional and social functioning.

■ Problem Solving

Find solutions when emotions are involved



■ What Your Score Means

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

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

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

■ Leadership Impact



Innovation

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

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

■ Strategies for Action

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

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

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

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

■ Balancing Your EI

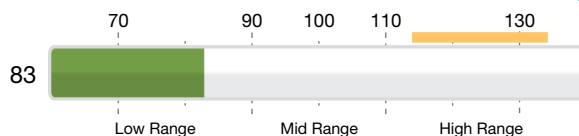
This section compares Problem Solving with Flexibility, Reality Testing, and Emotional Self-Awareness. The subscale that differs the most from Problem Solving is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Problem Solving(67) < Flexibility(93)

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.

Reality Testing

Objective; See things as they really are



What Your Score Means

Reality Testing is a key contributor to how you make decisions as a leader, whether your approach is seen as grounded, objective and in touch with the work environment, or disconnected and biased. Your result on this subscale may mean that you lose your objectivity in favor of seeing things the way you wish them to be. You may not be connected with what is happening around you, and because of this tendency, your team may question your decisions and interactions resulting in their disengagement. Your result suggests:

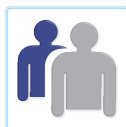
- You tend to view situations from your own perspective, and you may neglect a realistic appraisal of circumstances.
- You may habitually deal with everyone in the same way, failing to adjust your approach to individual needs.
- The goals you set for yourself and others may be seen as unrealistic.
- Overly positive (extreme happiness) and negative emotions (high anxiety) may color the way you view a situation or make it difficult to focus.

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

Leadership Impact



Authenticity



Coaching

Leadership Implications. Reality Testing underpins your ability to accurately assess a situation, from setting realistic goals, to performance management, to dealing with conflict on your team. Your ability to execute on these functions is compromised when your leadership is not grounded in reality. More than others, you may fall victim to gathering information that fits your pre-existing assumptions, and as a result finding evidence to support what you want to see instead of what actually exists.

Organizational Implications. Your low result in reality testing compromises your credibility in the eyes of your colleagues as you may be conveying unrealistic expectations across the business. Although stretch goals are crucial for pushing people and the organization to strive for higher levels of potential, when goals are too lofty, you fail to gain commitment, or you take valuable resources away from something realistic and devote them to a goal that is not in line with strategic aims.

Strategies for Action

Listening Tour. One sure way to engage your colleagues while becoming more in touch with the reality of the workplace is to meet people representing different business lines. If you are a new leader, this is a great practice to take up with the start of a new job!

- Have a few questions ready that cover key challenges, areas of strength and weakness, and major threats to accomplishing annual objectives.
- Set up short, non-invasive meetings with different colleagues you work with to better understand what is happening around the office. When someone says something that surprises you, make a note to research the surprising detail. Find more data to support what you are hearing. Remember that what you are hearing is only theory until it is verified through objective data.

Goal Autopsy. In order to achieve higher levels of performance, leaders need to set realistic goals.

- Do an autopsy on the goals or objectives you and your organization are working on. Consider both personal development and operational goals.
- For every goal, give yourself one point if the goal is rooted in evidence (zero points if the target is fabricated), a second point if the goal is consistent with the mission and ethics of the organization, and finally a third point for finding one other leader who agrees that the goal is achievable and realistic.
- Try to aim for three point goals. If you can't change existing goals, ensure the next goal you set is a three pointer!

Balancing Your EI

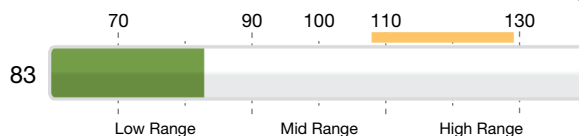
This section compares Reality Testing with Emotional Self-Awareness, Self-Regard, and Problem Solving. The subscale that differs the most from Reality Testing is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Reality Testing(83) [➤ Problem Solving\(67\)](#)

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

■ Impulse Control

Resist or delay impulse to act



■ What Your Score Means

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

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

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

■ Leadership Impact

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

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

■ Strategies for Action

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

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

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

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

■ Balancing Your EI

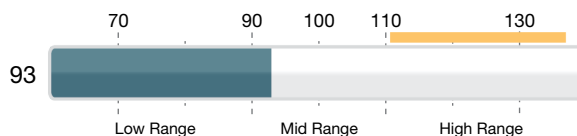
This section compares Impulse Control with Flexibility, Stress Tolerance, and Assertiveness. The subscale that differs the most from Impulse Control is Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Impulse Control(83) ← Flexibility(93)

Your Impulse Control is lower than your Flexibility. It is important to remain open to new ideas and change, as long as changes are not made haphazardly without proper thought to the implications of the changes. Creating a balance between Impulse Control and Flexibility can result in more efficient and effective actions.

Flexibility

Adapting emotions, thoughts and behaviors



What Your Score Means

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

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

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

Leadership Impact



Innovation

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

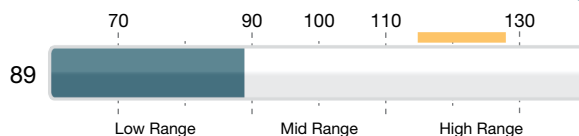
This section compares Flexibility with Problem Solving, Independence, and Impulse Control. The subscale that differs the most from Flexibility is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(93)  Problem Solving(67)

Your Flexibility is higher than your Problem Solving. It is good to be open to change and to consider options, as long as you don't get stuck making a decision or postponing action. The best decisions usually involve proper consideration of alternatives, and the ability to act when needed.

Stress Tolerance

Coping with stressful situations



What Your Score Means

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

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

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

Leadership Impact

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

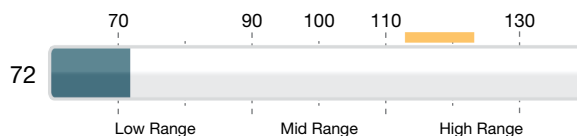
This section compares Stress Tolerance with Problem Solving, Flexibility, and Interpersonal Relationships. The subscale that differs the most from Stress Tolerance is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance(89)  Problem Solving(67)

Your Stress Tolerance is higher than your Problem Solving. Balancing these areas often means taking action to solve problems even in situations where you feel you are able to cope adequately. Although the ability to manage stress is a key asset, the best outcome is to eliminate the underlying cause of the stress, and reduce sources of unnecessary anxiety and pressure.

Optimism

Positive attitude and outlook in life



What Your Score Means

Optimism, the ability to remain positive despite setbacks, is a crucial differentiator between successful leaders and others in the workplace. It permeates almost every application of EI, from helping you persevere, to motivating and inspiring colleagues. Your result indicates that you are less optimistic than most, perhaps taking a less hopeful and less positive attitude toward the future. Some characteristics of your result are:

- You may be less energetic when responding to challenges.
- You may not be perceived as charismatic by colleagues.
- You may be fearful about the future and afraid of failure, setting less challenging goals for your team.
- You may be inclined to think that a negative event (e.g., financial loss) is permanent and won't subside.

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

Leadership Impact



Insight



Innovation

Leadership Implications. Your negative outlook on work and life influences the way that your employees perceive you. You often expect events to go awry and you can become mired in a state of helplessness. You may not seek a constructive resolution to solve challenges presented at work, and may view setbacks as prolonged and not easily solved. Your approach can make it difficult for you to inspire your team to strive towards reaching challenging goals.

Organizational Implications. Your pessimistic outlook may hinder your ability to impact progress in the organization, and new ideas may not be proposed due to your tendency to play "devil's advocate." You may not motivate colleagues to tackle new problems, or inspire them to propose solutions. Depending on your position in the organization, it can be hard for your workplace or team to rebound after a setback (e.g., downsizing or competitive threat), as you may be seen as less responsive to handle these challenges positively. Colleagues may not feel as engaged to accomplish stretch targets, if you as a leader don't demonstrate a belief that anything is possible.

Strategies for Action

Visualize Success. Visualization exercises help bolster positivity by encouraging you to envisage success in your work and personal life.

- What does success look like to you? By picturing success in your mind (e.g., leading the organization through a merger or acquisition), you shift your thought patterns. This change in mentality can affect your habits and actions, and can ultimately lead to higher levels of accomplishment.
- Practice daily visualization by incorporating this mental practice into your schedule.

Enhance Relationships. The quality of your relationships can help promote a positive outlook on life.

- Creating rapport with colleagues and providing positive feedback can foster a positive mindset that can permeate the organization. Praising others for their accomplishments cultivates an optimistic and encouraging atmosphere.
- Establishing a mentorship relationship with a colleague (particularly one who is optimistic) can produce a quest for continual self-improvement, which can foster positive emotions and development in this area.

Balancing Your EI

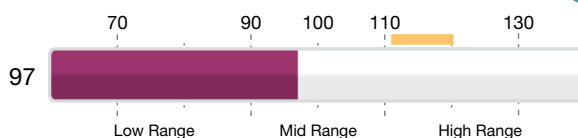
This section compares Optimism with Self-Regard, Interpersonal Relationships, and Reality Testing. The subscale that differs the most from Optimism is Interpersonal Relationships. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Optimism(72) ← Interpersonal Relationships(84)

Your Optimism is lower than your Interpersonal Relationships result. Leveraging your relationships can help to promote positive feelings and a positive outlook. This is especially true when you surround yourself with people who are positive themselves, and make you feel good about yourself. However, ensure your outlook does not become overly tied to what others think, so that your optimism is not merely a product of your social network.

Well-Being Indicator

Satisfied with life; content



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 on this page, linked to your results on the four subscales most often associated with Happiness.

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

Happiness

Your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

- Have fun at both work and play while participating in activities you enjoy.
- Be seen by your team as likeable and pleasant to be around.
- Have to occasionally manage your discontentment with certain aspects of your life.

Of the subscales most typically tied to Happiness, you scored lower in Self-Regard, Optimism, and Interpersonal Relationships. Directing development efforts here could strengthen your level of Happiness.

Self-Regard (81)

Happiness is a by-product of believing in oneself and living according to your own values. Your low Self-Regard may lead you to question your values, performance and decisions, ultimately lowering your happiness.

- What leadership skills are strengths for you? Can you use them more often?
- How can you show more conviction in your decisions? How will this help your leadership?

Optimism (72)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Because your Optimism is low, you are unlikely to adopt a positive outlook or view the good in your life as personal, permanent and justifiable.

- How can you reframe situations to view your leadership role in a more positive light?
- Are you aware that your less positive outlook likely has an effect on your team? Try to ensure that you display a more positive perspective.

Interpersonal Relationships (84)

Well-developed relationships serve as a buffer from the negative effects of life's daily demands. Your lower result in Interpersonal Relationships suggests that you may not have a strong, supportive network that can help restore your happiness when you need it the most.

- Do you have a mentor at work? You may wish to pinpoint one or more likely candidates.
- Do you try to gain feedback and advice from colleagues? Seek their input to improve your leadership skills.

Self-Actualization (91)

Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your result suggests a good level of self-actualization, but further development in this area will help to promote feelings of achievement and overall happiness.

- What responsibilities in your current leadership role allow you to feel self-actualized?
- Can you identify ways to spend more time on those specific activities (e.g., by delegating other tasks to colleagues)?

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.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

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

- 1.
- 2.
- 3.

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

- 1.
- 2.
- 3.

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

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

I commit to this action plan _____
(signature)

■ EI Development Commitment

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

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

■ My Personal Development Goals

My action plan includes the following goals:

Due Date

1.

2.

3.

4.

Your Signature _____

Your Coach's Signature _____

Leadership, Conflict Management, and Emotional Intelligence

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

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

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

Manage yourself first...

1. Listen to yourself with purpose.

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

2. Timely expressions of yourself.

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

...manage others second.

3. Empathy in conflict management?

Yes! So much so that without empathy, conflict would bring nothing but harm to your team and your effectiveness. Use your **Empathy** skills as a tool to bring down the temperature of the situation. Listen to the other side attentively

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

4. Conflict ~~resolution~~ management.

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

A Leadership Guide to Striking the Optimal Balance

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

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

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

Keep work in perspective

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

Temper unrealistic expectations

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

Set boundaries and leave work at the office

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

Change your mindset

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

Meditate and exercise

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

Delegate

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

Prioritize responsibilities

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

Ensure proper rest and community engagement

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

Indulge in your passions

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

Leading a Multigenerational Workforce

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

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

Empathy

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

Flexibility

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

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

This generation...	prefers communication that is....	values things like...	approaches work by...
Baby Boomers • born between 1946-1964	<ul style="list-style-type: none"> - structured and systematic, like performance reviews - face to face 	<ul style="list-style-type: none"> - expertise and experience - institutional and political knowledge - social contributions and loyalty 	<ul style="list-style-type: none"> - separating professional and personal life - building strong relationships and networks
Generation X • born between 1965-1981	<ul style="list-style-type: none"> - face to face, or email - clear, direct, and transparent as they tend to be slightly skeptical 	<ul style="list-style-type: none"> - efficiency - work/life balance - security 	<ul style="list-style-type: none"> - working independently - learning on the fly - multitasking
Millennials/Gen Y • born after 1981	<ul style="list-style-type: none"> - instantaneous - transparent - about strategy and vision for the company - technology based, like instant messaging 	<ul style="list-style-type: none"> - fast-paced work environment - empowerment - creativity, innovation - hyper-connectivity 	<ul style="list-style-type: none"> - working with others, team work, socializing - doing what's meaningful and has purpose