EMOTIONAL INTELLIGENCE QUESTIONNAIRE:

MANAGERIAL

Report on:
Jan Sample
20-Sep-2007
IMPORTANT NOTE

This report was produced by software which is available only to individuals who have undertaken approved training in the use of the Emotional Intelligence Questionnaire: Managerial. The descriptions of emotional intelligence it contains are not absolute truths, but are based upon the research and experience of the Authors. It is possible that the person described in the report may disagree with parts of it despite the Authors’ efforts to ensure that the statements contained in the report are an accurate reflection of the person's responses to the questionnaire. Because of this, it is recommended that the report be presented to both the respondent and third parties (such as recruiters, trainers and counsellors) on a person-to-person basis. Whenever this report is used to make decisions concerning the respondent, all other available information of relevance, such as his/her track record and ability, should be taken into account.
EMOTIONAL INTELLIGENCE QUESTIONNAIRE: MANAGERIAL REPORT

INTRODUCTION

This report provides information, based on your response to the Emotional Intelligence Questionnaire: Managerial. It reviews your results on the seven elements which comprise the overall emotional intelligence (EI) result. In recent research studies, a high level of emotional intelligence has been found to be associated with 'success' in a work context. Indeed, some claim that high emotional intelligence is associated with more wide-reaching 'life-success'.

However, in interpreting your results, it is important to understand how the different elements of your emotional intelligence contribute to the overall result. All results are examined in relation to a reference group, comparing your responses to the distribution of results from a large sample of managers, to determine objectively your emotional intelligence profile and its implications. It is useful to examine the individual element results in order to identify which components of emotional intelligence you might wish to reinforce, or develop, to enhance your performance. Your overall EI result is also reported.

In reviewing your results, it is helpful to begin by reading the definition of the element being reported. You will find this reproduced just below the title of each element. Any results below the average range will give you some indication of development priorities, while any above-average results will reflect a strength you may wish to apply more widely.
The seven elements of emotional intelligence

A Self-awareness

The awareness of one's own feelings and the ability to recognise and manage these feelings in a way which one feels that one can control. This factor includes a degree of self-belief in one's ability to manage one's emotions and to control their impact in a work environment.

Your self-assessment for this element produces a result which is fairly typical of the comparison group's results. This could indicate that, while generally aware of your feelings and emotions in work situations, there are some situations in which this is not so. In order to develop this element further, you might find it helpful to reflect on specific situations in which you have felt in control of your feelings and emotions. In thinking about these situations you may be able to identify specific actions which were helpful. You could then apply these in a broader situation which arouses strong feelings or emotions.

In reflecting on your development of self-awareness, you might consider the following strengths indicated by your self-assessment: functioning effectively when experiencing changing moods; understanding the reasons why you feel overwhelmed; understanding the reasons for your emotional reactions, and then dealing with them. A development plan which builds on these strengths may be an effective way of enhancing your capability in self-awareness.

B Emotional resilience

The ability to perform consistently in a range of situations under pressure and to adapt behaviour appropriately. The ability to balance the needs of the situation and task with the needs and concerns of the individuals involved. The ability to retain focus on a course of action or need for results in the face of personal challenge or criticism.

On this scale your self-assessment indicates that you are within the average range. Such a score on this element could indicate that you, like most people, tend to find some situations more difficult to handle than others. It might also indicate that you can on occasions become frustrated by challenge or criticism, and therefore find it difficult to continue to perform effectively in these circumstances. A helpful way of dealing with your resilience is to attempt to depersonalise criticism and challenge, and view it as a challenge to the ideas, proposals and so on associated with the task rather than a personal attack. It can be useful to engage others in discussion to review the problem and task from different perspectives to find a successful way forward.

C Motivation

The drive and energy to achieve clear results and make an impact and, also, to balance short- and long-term goals with an ability to pursue demanding goals in the face of rejection or questioning.

Your self-assessment on this element produces a result which is within the average range. Such a score could indicate that your ability to maintain your focus on achieving a significant goal or result appears to vary from one situation to another. In some situations you may tend to focus on short-term goals and actions at the expense of clear long-term goals or aspirations. In order to develop this element you might find it
helpful to identify the motives which enable you to sustain long-term performance and build a strategy to apply this understanding to a wider range of situations.

D Interpersonal sensitivity

The ability to be aware of, and take account of, the needs and perceptions of others in arriving at decisions and proposing solutions to problems and challenges. The ability to build from this awareness and achieve the commitment of others to decisions and action ideas. The willingness to keep open one’s thoughts on possible solutions to problems and actively listen to, and reflect on, the reactions and inputs from others.

Your score on this element, based on your self-assessment, is within the average range. This could indicate that, while you sometimes take account of the views and feelings of others, there are situations in which you have a tendency to impose your own solutions on those you work with. You may on occasions feel frustrated that you do not consistently achieve the support you would like and sometimes encounter difficulties in dealing with other people. In order to develop this element you might find it helpful to reflect on the situations in which you feel you have been successful and identify the behaviours you adopted. You could then try to apply these behaviours more generally in working with others.

E Influence

The ability to persuade others to change a viewpoint based on the understanding of their position and the recognition of the need to listen to this perspective and provide a rationale for change.

On this scale your self-assessment indicates that you are within the average range. Such a result on this element could indicate that you may find that, in some situations, it is not always easy for you to win others over to your point of view. You may sometimes feel frustrated by your inability to persuade others to change their viewpoint or opinion on an important issue. A helpful way of developing capability in this area is to reflect on those situations in which you have been successful in influencing others. In doing this, try to identify the behaviours or strategies which worked and then try to apply them to all situations in which you need to influence others.

F Intuitiveness

The ability to arrive at clear decisions and drive their implementation when presented with incomplete or ambiguous information using both rational and ‘emotional’ or intuitive perceptions of key issues and implications.

Your self-assessment on this element produces a result which is within the below average range. Such a score could indicate that you are uncomfortable making decisions unless you have full and unambiguous data available. It may be that you either lack the confidence to use your own experience to close any gaps in information, or believe such intuitive behaviour would lead to an incorrect or bad decision. One useful way of developing capabilities in this area is to reflect on past business decisions you have made. In doing so, try to identify the differences in the type of decision in which you felt it essential to have the full data, and then reflect on the extent
to which the additional data changed the 'intuitive' decision. You may find, from this, that your own experience led to intuitive decisions which were close to the final ones. Try applying the insight from these reflections to your future decisions.

G Conscientiousness

The ability to display clear commitment to a course of action in the face of challenge and to match 'words and deeds' in encouraging others to support the chosen direction. The personal commitment to pursuing an ethical solution to a difficult business issue or problem.

On this scale your self-assessment indicates that you are within the average range. Your self-assessment on this scale indicates that you may find that others occasionally perceive inconsistency between your words and your actions in practice. Developing consistency in behaviour may be helped by reflecting before acting and testing whether or not your proposed action is in line with what you have said to others about a task, situation or problem.

In reflecting on your development of conscientiousness, you might consider the following strengths indicated by your self-assessment: making every effort to adhere to the standards of personal conduct expected in your organisation. A development plan which builds on these strengths may be an effective way of enhancing your capability in conscientiousness.

Overall emotional intelligence

Your overall result, based on your self-assessment, indicates that you are within the average range. In order to identify how you might begin to develop your effectiveness in a work context, review the profile of your results on the seven elements. If almost all results fall within the average range (around five or six) then some limited action across a broad range of elements would seem to be called for. However, it is important, in maintaining commitment to development, to secure some 'quick wins'. Therefore, your priorities for action could well be in relation to those elements where clear strengths are indicated which you would build on to secure a relatively rapid improvement in your performance. If, however, your average overall result is because of a mixture of high and low element it makes sense to focus your efforts on development actions designed to address improvements on the low elements.
DEVELOPMENT GUIDELINES

It is possible for you to develop your overall level of emotional intelligence by planned and sustained development activities. If you wish to develop your capabilities in this area, a useful framework is as follows:

- reflect on, and identify, examples of behaviour which you exhibit in different situations;
- identify those behaviours which are seen as strengths in this report, and develop plans to strengthen and build on these;
- identify those behaviours which are seen as development needs in this report, and identify changes which you could make to address these needs;
- consciously practise reinforcing and changing behaviours, and reflect on your responses to them;
- continuously seek feedback from colleagues on the behaviour you have attempted to change;

The overall development guidelines in your self-report are important. However, with the benefit of feedback from others you can reflect on how they have perceived your reactions to significant events, challenges or decisions. You could also benefit from discussing your development actions and ideas with colleagues. This will enable you to fine tune your proposed action plans.
Emotional Intelligence Questionnaire: Managerial
Self-Assessment Profile Chart

Name: Jan Sample

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Percentile

1  4  11  23  40  60  77  89  96  99

Norms used: International Management Sample