EQ-i 2.0

assess. predict. perform.

LEADERSHIP

REPORT

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EITC | The Emotional Intelligence Training Company Inc.

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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.
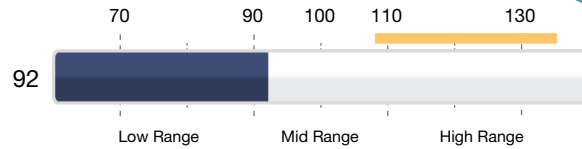
Leadership Bar

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.

125	70	90	100	110	130
	Low Range		Mid Range		High Range

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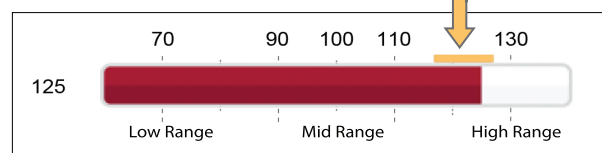
Executive Summary
Total EI

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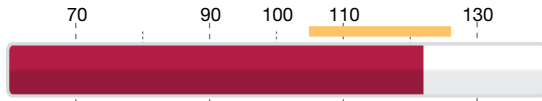
92 | Low Range   Mid Range   High Range |

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.

Emotional Self-Awareness (122)

70   90   100   110   130

You have a strong awareness of the full spectrum of emotions and their triggers. This allows you to carefully sift through emotions and handle high-pressure situations well. Your result on this subscale is not only above average but it also falls within the leadership bar.

Impulse Control (121)

You lead with a highly stable nature and place a high value on deliberate planning. Your team likely thrives under such steady and consistent leadership, although you should be careful not to avoid spontaneity altogether. Your result on this subscale is not only above average but it also falls within the leadership bar.

Optimism (119)

Low Range   Mid Range   High Range
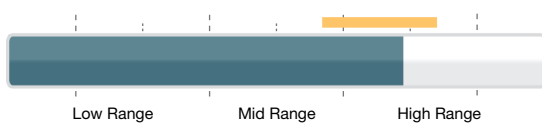
Your high level of optimism is contagious in your leadership approach and you likely can encourage others to see the same grand possibilities. Leaders with optimism such as yours cultivate innovation and inspiration in their teams. Your result on this subscale is not only above average but it also falls within 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.

### Emotional Expression (63)

70   90   100   110   130
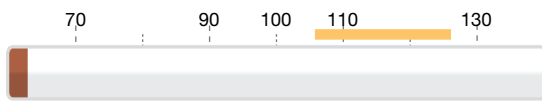
In general, you tend not to share your emotions. Becoming more expressive will allow you to be a more inspirational leader who is able to share a compelling vision. Your result on this subscale falls below the leadership bar.

Empathy (69)
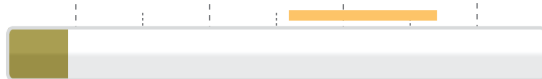
Developing this area is crucial since many of the interpersonal skills required in leadership are based on, and nurtured through, empathy. Your result on this subscale falls below the leadership bar.

Assertiveness (81)

Low Range   Mid Range   High Range
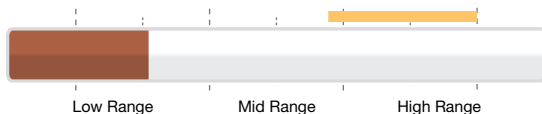
Your level of Assertiveness may leave you with unvoiced opinions, while your team may be left without a leader who "has their back." Your team will appreciate hearing a stronger position from you. Your result on this subscale falls below the leadership bar.

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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.
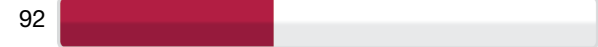
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EQ-i 2.0

■ Overview
Total EI

70	90	100	110	130

92

Low Range   Mid Range   High Range

70	90	100	110	130
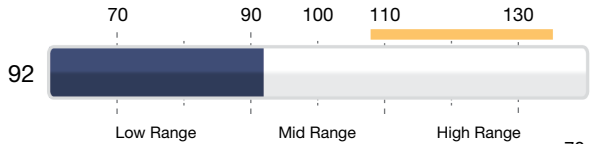
■ Self-Perception Composite — 100

Self-Regard — 88
Respecting oneself; Confidence

Self-Actualization — 92
Pursuit of meaning; Self-improvement

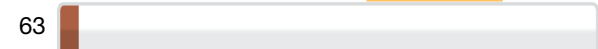### Emotional Self-Awareness — 122
Understanding own emotions

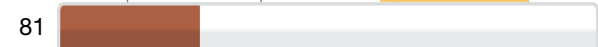## ■ Self-Expression Composite — 78

Emotional Expression — 63
Constructive expression of emotions
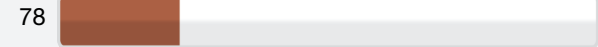
Assertiveness — 81
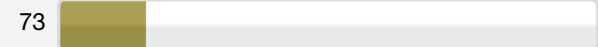Communicating feelings, beliefs; Non-offensive

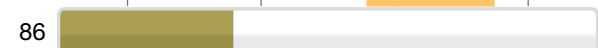### Independence — 112
Self-directed; Free from emotional dependency

■ Interpersonal Composite — 73

Interpersonal Relationships — 86
Mutually satisfying relationships

Empathy — 69
Understanding, appreciating how others feel

Social Responsibility — 82
Social conciousness; Helpful
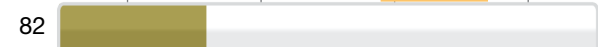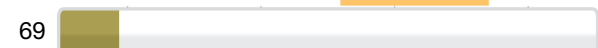
■ Decision Making Composite — 109

Problem Solving — 102
Find solutions when emotions are involved

Reality Testing — 98
Objective; See things as they really are

Impulse Control — 121
Resist or delay impulse to act

■ Stress Management Composite — 105

Flexibility — 103
Adapting emotions, thoughts and behaviors

Stress Tolerance — 93
Coping with stressful situations

Optimism — 119
Positive attitude and outlook on life

70	90	100	110	130

Low Range   Mid Range   High Range

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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 compete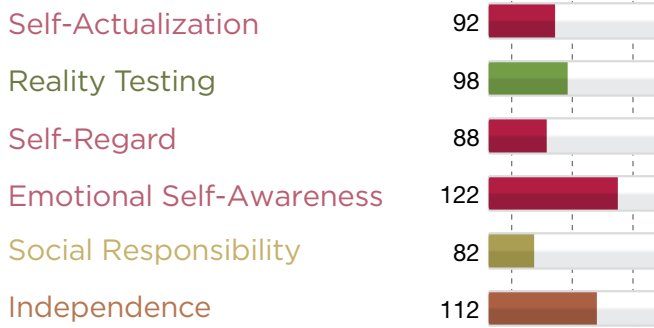ncies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

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.

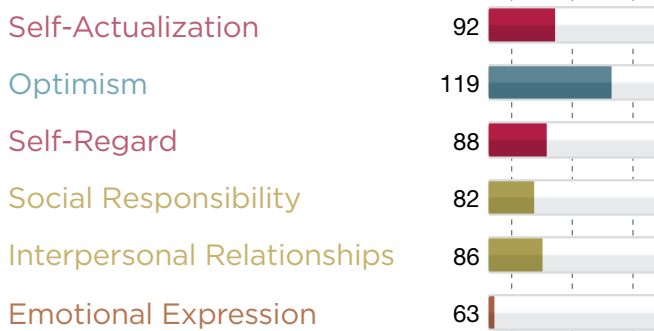| Subscale	Score
Self-Actualization	92
Reality Testing	98
Self-Regard	88
Emotional Self-Awareness	122
Social Responsibility	82
Independence	112

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.

Subscale	Score
Self-Actualization	92
Empathy	69
Reality Testing	98
Interpersonal Relationships	86
Assertiveness	81
Emotional Self-Awareness	122

Insight

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

| Subscale	Score
Self-Actualization	92
Optimism	119
Self-Regard	88
Social Responsibility	82
Interpersonal Relationships	86
Emotional Expression	63

Innovation

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

Subscale	Score
Self-Actualization	92
Independence	112
Problem Solving	102
Assertiveness	81
Flexibility	103
Optimism	119

Leadership Derailers

Yuliia, you may be at a **moderate risk of derailment** as you received a slightly below average result in Stress Tolerance. Lower scores on any of the four subscales are associated with adopting a more passive or avoidant leadership style. Because of high expectations placed on leaders, it is important to strive towards exceptional, or at least above average performance across all four subscales.

Subscale	Score
Impulse Control	121
Stress Tolerance	93
Problem Solving	102
Independence	112

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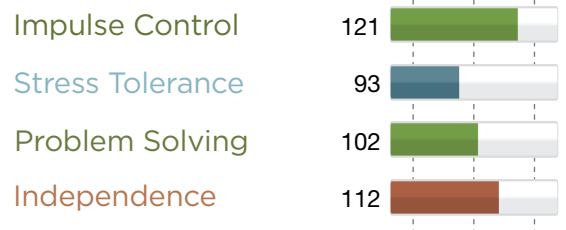
Self-Regard
Respecting oneself; confidence

70   90   100   110   130

88   Low Range   Mid Range   High Range
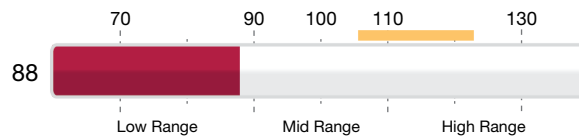
What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Yuliia, 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(88)   ◁   Problem Solving(102)

Your Self-Regard is lower than your Problem Solving. These components can be balanced by evaluating your self-worth in terms of your actual ability to find solutions to problems. This process can be facilitated by seeking additional information to validate decisions before acting. When generating solutions to problems, evaluate your strengths and weaknesses and develop solutions that cater to your strengths whenever possible.

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Self-Actualization
Pursuit of meaning; Self-improvement

92 | 70   90   100   110   130

Low Range   Mid Range   High Range
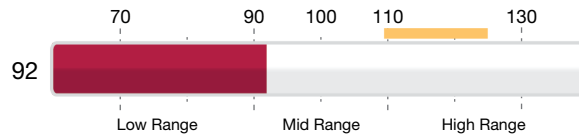
What Your Score Means

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. Yuliia, 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(92)   Optimism(119)

Your Self-Actualization is lower than your Optimism. Balancing these components involves a "walk the talk" mentality. Optimism should be coupled with concrete activities that actually help you achieve what you believe is possible. Optimism, on its own, does not replace the hard work and good decision making required to be successful.

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Emotional Self-Awareness
Understanding own emotions

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

122

Low Range Mid Range High Range
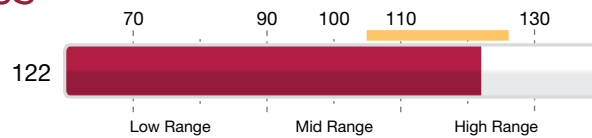
What Your Score Means

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. Yuliia, your result indicates that more than most people, you are conscious of your emotions and the impact they have on performance. You likely lead with composure and a full understanding of your impact on others. It is likely that you:

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

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

Leadership Impact

Authenticity   Coaching

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Emotional Self-Awareness(122) ➤ Emotional Expression(63)

Your Emotional Self-Awareness is higher than your Emotional Expression. You may expect others to be aware of how you are feeling, so make sure you are clearly communicating your feelings to them. Remember, expression is the way you showcase your emotional knowledge and it will have greater impact if it works in parallel with your awareness.

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Emotional Expression
Constructive expression of emotions

| 70 | 90 | 100 | 110 | 130 |

63

Low Range   Mid Range   High Range
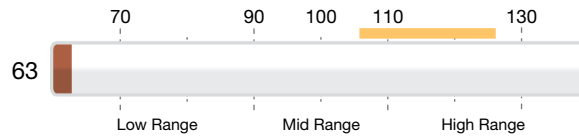
What Your Score Means

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. Yuliia, your result indicates you may have difficulty bringing emotions to the surface and sharing your true feelings and opinions with others. Consider the following, which may be characteristic of you:

- You don't feel comfortable expressing certain emotions through words, facial expressions, or body language.
- You use a limited emotional vocabulary to describe your feelings (e.g., happy and sad, rather than elated and somber).
- 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. Your style of expression may make it hard to inspire your team, and your relationships will tend to be superficial or at arm's length. If you do not express your emotions, you are probably contributing to the creation of an environment where the team you are leading does not feel comfortable being open and honest with you. You may then miss crucial information. Though you may feel comfortable remaining in a poker-faced state, it is actually stressful for your team, especially when they need to share difficult or sensitive information with you.

Organizational Implications. Your result may mean that you are not fully contributing to a culture of open communication at your organization. If a culture of open communication is not consistently nurtured, you will be unaware of the feelings and opinions of employees that may be crucial for your decision-making processes. Furthermore, organizational and team goals may not be fully realized, as you tend to shy away from using strong emotions and captivating expressions to inspire your team to greater heights.

Strategies for Action

Connect your Emotions. Utilize Empathy and cultivate your relationships to ensure you adequately express your thoughts and emotions. Before the next meeting with your team:

- Review the agenda on your own, and write down your thoughts on each item; don't assume your team already knows how you feel.
- Use emotional vocabulary (anxious, excited, worried, secure, confident) to describe the state of the task and how you feel about next steps.
- Select a few emotional comments to share at the meeting and hold yourself accountable to expressing them.
- Continue making a similar list for every meeting and increase the number of emotional comments you share.

Center Stage. As a leader your emotional expression is constantly center stage, and therefore, it is critical that you have mastered both verbal and nonverbal cues.

- Eye contact: this can help the other person see what you may be feeling.
- Facial expression: this is another way to show your feelings (e.g., raised eyebrows can mean concern or worry, a smile conveys a positive impression).
- Tone of voice: allow the other person to hear your emotions (e.g., a happy tone of voice, or a quieter, more concerned tone of voice).

Balancing Your EI

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

Emotional Expression(63)   Interpersonal Relationships(86)

Your Emotional Expression is lower than your Interpersonal Relationships result. Keep in mind that strong interpersonal relationships are built on trust and respect; openly sharing your thoughts and feelings can go a long way to building both.

MHS

Assertiveness
Communicating feelings, beliefs; Non-offensive

| 70 | 90 | 100 | 110 | 130 |

81

Low Range   Mid Range   High Range
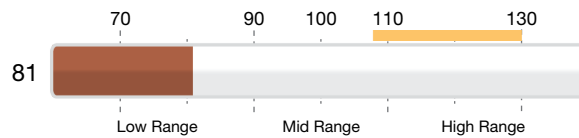
What Your Score Means

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. Yuliia, 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. The subscale that differs the most from Assertiveness is Emotional Self-Awareness. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Assertiveness(81)   ◀   Emotional Self-Awareness(122)

Your Assertiveness is lower than your Emotional Self-Awareness. Creating balance here will enable you to better use emotional information to guide your assertiveness. When you have strong feelings about something, you should be more inclined to behave assertively. When you feel less strongly, you can back off.

MHS

Independence

Self-directed; Free from emotional dependency

	70	90	100	110	130

112

Low Range   Mid Range   High Range
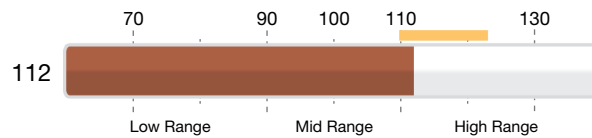
What Your Score Means

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

- You are comfortable providing direction and working on your own.
- You can work without emotional dependency on others, and don't require their reassurance.
- You accept responsibility for your decisions, knowing that at times people will disagree with you.

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

Leadership Impact

Authenticity   Innovation

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Independence   ▶ Interpersonal Relationships(86)

Your Independence is higher than your Interpersonal Relationships result. Balancing these components means spending time and effort nurturing relationships, but not being overly reliant on them. Draw on the expertise of others when appropriate. Collaboration can help establish positive relationships.

MHS

Interpersonal Relationships
Mutually satisfying relationships

70   90   100   110   130

86   Low Range   Mid Range   High Range
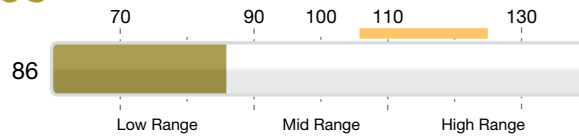
What Your Score Means

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. Yuliia, 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.
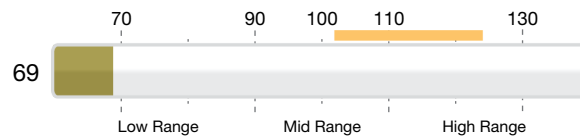
Balancing Your EI

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

Interpersonal Relationships(86)   ◄   Independence(112)

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

MHS

Social Responsibility

Social conciousness; Helpful

| 70 | 90 | 100 | 110 | 130 |

82 · Low Range · Mid Range · High Range

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. Yuliia, 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. The subscale that differs the most from Social Responsibility is Empathy. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Social Responsibility(82)   Empathy(69)

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

MHS

Problem Solving
Find solutions when emotions are involved

```
        70        90    100   110        130
                              ┌────┐
102  [████████████████████]   [══════]
     Low Range    Mid Range      High Range
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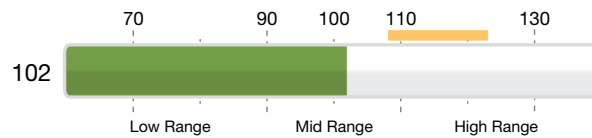
What Your Score Means

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. Yuliia, this is an area where you fall just above average, using your emotions effectively to focus on the problem at hand. Leaders who score in this range usually tackle problems head-on, although they could still use some improvement to become more decisive. You:

- Take in enough information to arrive at informed conclusions, but not so many details that you are overwhelmed.
- Evoke a sense of certainty and confidence from your team around the decisions you make.
- May benefit from exploring different methods and using different emotions when working through problems.

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

Leadership Impact

Innovation

Leadership Implications. While a majority of the time you tackle decisions head-on, there are clear instances when you tend to avoid making a decision or allow your decisions to be clouded by emotion. As a leader, it is important to be consistently decisive whether dealing with interpersonal conflict or performance management issues. Decisions should not be avoided due to their uncomfortable nature, as your team will find it difficult to rely on you for resolutions.

Organizational Implications. The foundation is there for you to find solutions when emotions are running high, and for the most part, you try to promote decisiveness and execution in your team and organization. There may be instances where you are not as responsive to problems as the organization would expect, and therefore improvements made here could help drive overall organizational agility.

Strategies for Action

Take a Wider View. Did you know that positive emotions have been shown to expand the scope of your attention and thinking? They literally widen your view, both visually and mentally.

- When you find yourself avoiding a problem or solving it using a conventional (but not necessarily effective) strategy, try putting yourself in a happier mindset.
- Read a congratulatory email, talk with a good friend in the office, or temporarily work on something you really enjoy. Then head back to your problem, and begin the brainstorming process of generating solutions.

Find the Right Path. When you find yourself worrying about a problem rather than fixing it, build a map for yourself and your team to reach your destination.

- Think of a problem that you have been mulling over for some time. Paint a picture for yourself and your team on what success would look like. Don't worry if you don't know how you will get there.
- Determine where you are now on the road to solving the problem. What is your current state? Brainstorm some paths that will help you reach the destination, and also the paths that are likely to derail you. This transparent process will help you tackle problems quickly and in a manner that gains credibility with your team.

Balancing Your EI

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

Problem Solving(102) ◀ Emotional Self-Awareness(122)

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

MHS

Reality Testing
Objective; See things as they really are

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

98 · Low Range · Mid Range · High Range
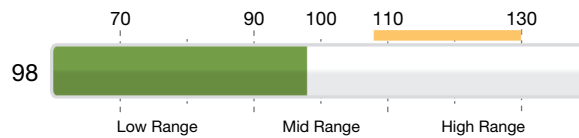
What Your Score Means

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. Yuliia, your result on this subscale may mean that at times you lose your objectivity in favor of seeing things the way you wish them to be. Falling just below the midpoint means you may be connected with what is happening around you. However, if your decisions and interactions at times seem unrealistic, your team may question them. Your result suggests:

- You have a moderate sense of what is happening around you, but could benefit from being even more tuned in to your team and the organizational landscape.
- You may habitually deal with everyone in the same way, not always adjusting your approach to individual needs.
- You may set goals for yourself and others that are unrealistic, and you can benefit from creating goals that are based on data and reasonable expectations.

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

Leadership Impact

Authenticity   Coaching

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

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

Strategies for Action

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

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

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

- Provide yourself and your team with critical business unit or departmental data (e.g., profit and loss, sales, product development costs) to make intelligent decisions with your team.
- Information is a form of power and can combat the tendency to color reality with our own personal biases. Instill this power in your team. Validate theories, and assumptions and avoid targets that have no basis in hard data.

Balancing Your EI

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

Reality Testing(98)   ◁ Emotional Self-Awareness(122)

Your Reality Testing is lower than your Emotional Self-Awareness. Be aware of your own emotions and use emotional information to inform your actions and decisions. This emotional input must be kept in balance with an awareness of what is happening with others and with the goals or tasks at hand. By doing so, decisions will properly consider both people factors as well as logistics.

MHS

Impulse Control
Resist or delay impulse to act

| 70 | 90 | 100 | 110 | 130 |

121

Low Range   Mid Range   High Range
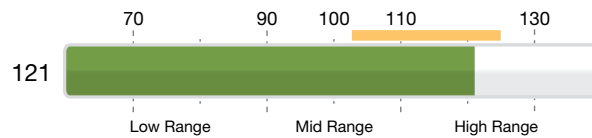
What Your Score Means

Impulse control is the ability to think before acting and to show restraint in the face of impulses and temptations to act. Yuliia, your result is indicative of a leader who is highly stable, composed and methodical in your approach. You steer clear of rash conclusions and impatient behavior, putting appropriate analysis into every move. Leaders with a result similar to yours are:

- Deliberate and apt to survey a situation before making a decision.
- Patient when communicating and mentoring their direct reports, and deal with obstacles in a composed manner.
- Calm and unperturbed under trying circumstances, allowing others to trust in their leadership ability during difficult times.

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

Leadership Impact

Leadership Implications. Your ability to remain focused, delay temptation, and avoid making rash decisions ensures you are at low risk of derailment. Leadership requires flexibility, but it is your astute focus and deliberate planning that achieve corporate buy-in. Because you reflect before you speak, your position is well articulated and, as a result, respected and trusted by those you lead.

Organizational Implications. You likely have a style of careful deliberation that has a positive impact on the organization, as you take the time to ensure that plans are in place before decisions are made. Under trying circumstances, you can still hold this patient composure and not fall victim to knee-jerk responses to market conditions or competitive moves. People may see your behavior as predictable and calculated, and although this is necessary in many workplaces, ensure that it isn't at the expense of listening to your instincts or participating in spontaneous conversations.

Strategies for Action

Unfreezing. If you find yourself significantly less impulsive than the environment you work in, you may appear to be rooted in thought when others are driving action. If progress is being held up by too much contemplation, your team may think you are incapable of driving change in the organization.

- Before making a decision, determine up front what evidence you will need in order to feel comfortable acting. Whose approval do you need? What is the threshold of risk you are willing to accept?
- Knowing this information up front will help you balance deliberate decision making with the progress demanded of today's leaders.

Admit Mistakes. Even with our best intentions, frustration or impatience can sometimes get the best of us. Leaders who show integrity by owning their behavior and admitting their mistakes recover from workplace slip-ups with less wear and tear than leaders who pretend the event never happened.

- Particularly with your direct reports, openly admit to a moment of frustration and offer an apology. Don't blame your behavior on anyone else or anything outside of your control.
- Maintain a positive impression by talking about what you will do differently next time and ask others for feedback on your plan.

Balancing Your EI

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

Impulse Control(121)   Assertiveness(81)

Your Impulse Control is higher than your Assertiveness. These components work best together when assertiveness is tempered by good impulse control, resulting in communication that is both forthright and respectful. This means taking the time to consider the impact of your actions, and then proceeding with confidence in an appropriately assertive manner that reflects the most significant aspects of a situation.

MHS

Flexibility
Adapting emotions, thoughts and behaviors

70	90	100	110	130

103

Low Range | Mid Range | High Range
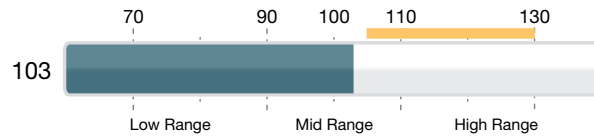
What Your Score Means

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

- You accept new methods and procedures for getting the job done.
- You are quite responsive and can adjust your leadership style according to the situation and the individual needs of those you lead.
- You may approach unexpected curveballs with some trepidation, but overall you lead with an openness for change.

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

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 Impulse Control. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Flexibility(103) ◀ Impulse Control(121)

Your Flexibility is lower than your Impulse Control. When working most effectively together, impulse control will prevent you from making changes that are rash and unjustified. It should not, however, prevent you from making changes that are worth making even if they entail some risk. A good balance of these components will allow sensible changes to occur in a thoughtful way.

MHS

Stress Tolerance
Coping with stressful situations

	70	90	100	110	130

93

Low Range   Mid Range   High Range
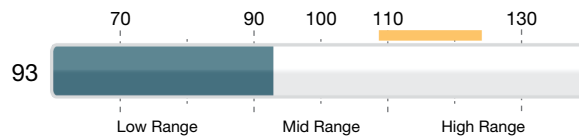
What Your Score Means

Stress Tolerance is the ability to effectively cope with and respond to stress and mounting pressure. Yuliia, your result indicates that you are slightly less comfortable than most when dealing with challenging situations. Some difficulties may arise when deadlines are imminent. Nevertheless, you generally inspire confidence in your team concerning your capability to manage change and complex issues. Some characteristics of your result are:

- You are able to achieve results when under pressure.
- You are generally viewed as a resource who is equipped with effective coping strategies, although you could always add more to your repertoire.
- You may, at times, feel uneasy managing multiple competing priorities and goals.

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

Leadership Impact

Leadership Implications. Your even-keel demeanor is a tool that allows you to effectively weather most challenges encountered at work. To your direct reports, you are normally seen to calmly appraise a situation at hand, and show confidence in your ability to resolve issues. Regardless, there remain some times and trigger points when you may feel overwhelmed and unable to lead others through pressure and deadlines.

Organizational Implications. While you are able to cope with the challenges that you encounter at work, at times you may not be able to make tough decisions under pressure. By developing your stress tolerance, your skill at handling conflict and at managing your emotions under situations of duress leads to problems being effectively solved. Be sure to balance your focus between the long-term growth of the organization and the use of short-term "band-aid" solutions. If you further strengthen your tolerance to stress, others may see you as a resource when stressful events occur and may seek your counsel when they are unsure of the best course of action. Try to appear composed even when your emotions may cloud your judgment.

Strategies for Action

Exercise. If you experience tension from a stressful circumstance, exercise will help ease the strain.

- Exercise relaxes muscles and eases pent up energy, allowing you to redirect your focus.
- Stress related illnesses are avoided and endorphins are released that help fuel concentration.
- By maintaining a regular fitness routine, your reaction to stress will be mitigated with time.

Implement a Wellness Program. Organizations that invest in stress management initiatives help fuel a productive workforce. Major overhauls are not necessary, as small initiatives can have a major impact.

- Diet can have a substantial effect on one's ability to cope with stress. For instance, if the organization has an on-site cafeteria, a good recommendation is to replace unhealthy food with fresh fruit and vegetables, host a cooking class, or have a team potluck encouraging healthy eating and socializing.
- Employees can be encouraged to take a yoga or tai-chi class during their lunch hour at a subsidized rate.

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 Flexibility. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Stress Tolerance(93)   Flexibility(103)

Your Stress Tolerance is lower than your Flexibility. Aligning your stress tolerance with flexibility will enable you to recognize whether change or maintaining the status quo is the most effective course of action. Sometimes making a change is the most effective, while other times staying the course and dealing with the situation is the optimal approach. In situations where you feel stressed, make sure various coping methods have been considered.

MHS

Optimism

Positive attitude and outlook in life

119

| 70 | 90 | 100 | 110 | 130 |

Low Range | Mid Range | High Range
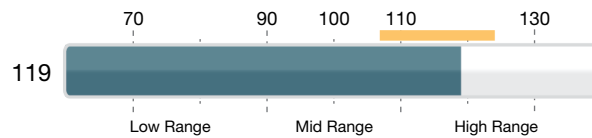
What Your Score Means

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. Yuliia, your result is indicative of a leader who is extensively optimistic and views work and life in a positive light. Some characteristics of your result are:

- You expect success from the people you lead and from relationships in your personal life.
- You are perceived as enthusiastic and inspire colleagues to accomplish objectives, helping them reach even greater heights.
- You consider challenging situations as temporary and easily overcome.
- If you are overly optimistic, you may set unrealistic targets at work, ignore personal shortcomings and/or ignore evidence that suggests your efforts are heading towards a negative outcome.

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

Leadership Impact

Insight   Innovation

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

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

Strategies for Action

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

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

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

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

Balancing Your EI

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

Optimism(119) ⟩ Interpersonal Relationships(86)

Your Optimism is higher than your Interpersonal Relationships result. Balancing optimism with well developed interpersonal relationships can help you to remain positive and realistic. Also, by using your interpersonal relationships effectively, you can get important feedback to help keep your optimism grounded.

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Well-Being Indicator

Satisfied with life; content

EQ-i 2.0

70	90	100	110		130

110

Low Range   Mid Range   High Range
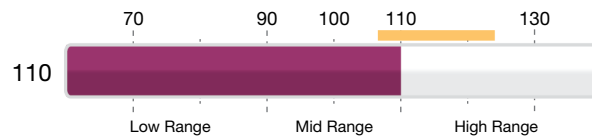
How to Use this Page

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

Your Happiness result is shown 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

Yuliia, your result in Happiness suggests that you almost always maintain a happy disposition towards all aspects of your life. You enjoy the company of others and are likely on a positive life course where your happiness is seen and experienced as infectious. Your result in Happiness is high even though you scored lower in Self-Regard and Interpersonal Relationships. As a result, care should be taken to look at ways your Happiness can bolster these areas. You may:

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

Self-Regard   (88)

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   (119)

In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results indicate that you have a high level of optimism, adopting a positive framework during adverse conditions. This approach to life enhances and sustains pervasive feelings of happiness.

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

Interpersonal Relationships   (86)

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   (92)

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)?

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▮ Action Plan

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

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

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

1.

2.

3.

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

1.

2.

3.

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

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

I commit to this action plan _____ .

(signature)

▨ MHS

EI Development Commitment

A Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your action plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in work and our organization's demands win the competition for our time and attention. By outlining your objectives here and leaving a copy with your coach you are increasingly more accountable 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 _____

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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.

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EQ-i 2.0

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.

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

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